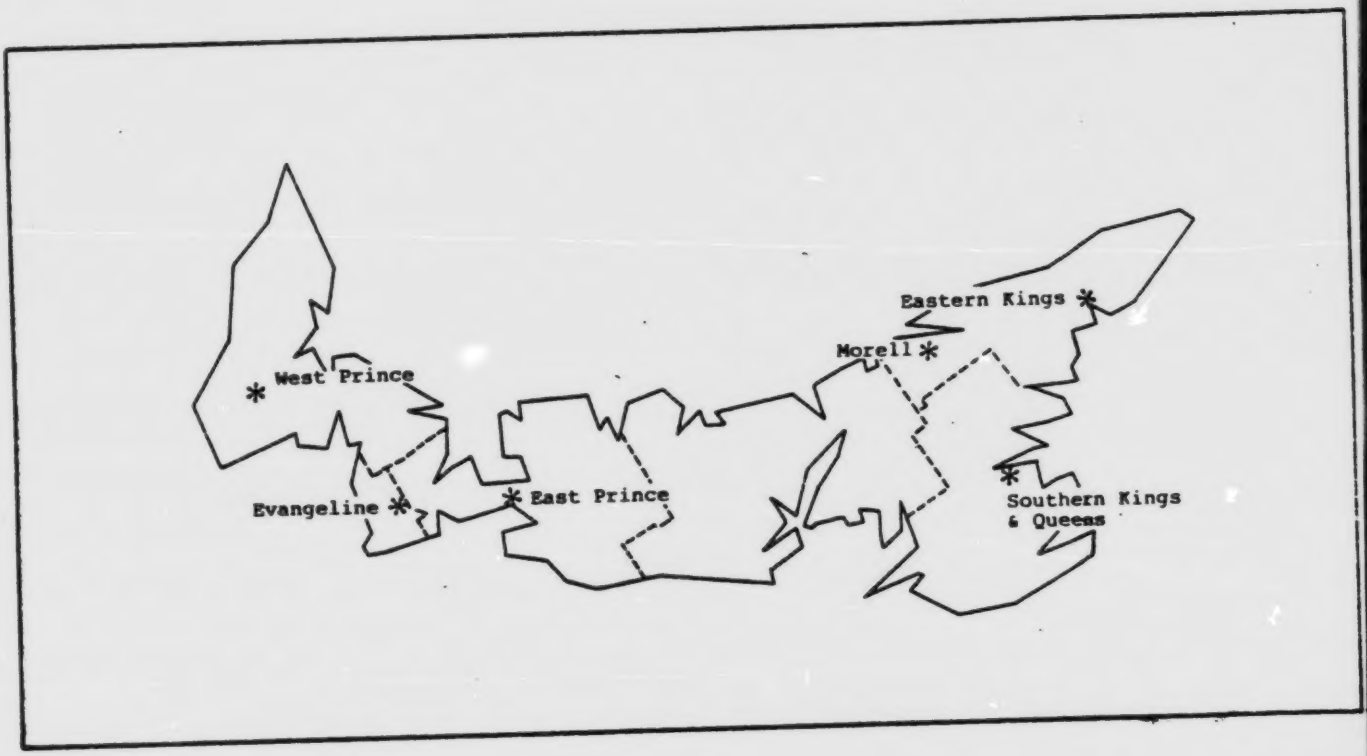
Regional Services Centres Assessment



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INTRODUCTION

In June, 1985, Premier James Lee announced in Summerside that an assessment of the five Regional Services Centres would be undertaken. This review would be part of a continuing effort to better deliver government services to the communities in the Province. Cabinet's Committee on Economic Development was given responsibility for conducting the review and to provide Cabinet with its report.

During August, the Cabinet Committee prepared a Terms of Reference for the assessment and determined that an in-government task committee would undertake the review. Bill Buell, Director of Community Economic Development and having responsibility for the Regional Services Program, was appointed to chair the task committee. Other committee members appointed by the Cabinet Committee include Bill Harper of Treasury Board, George Cantello of Civil Service Commission, Lorne Driscoll of the East Prince Regional Services Centre, Dave Rogers, Director of the Agricultural Extension Workers, Fred Eberman of the P.E.I. Housing Corporation and Sandy Stewart, secretary of the Cabinet Economic Committee.

This assessment task committee held its first meeting in September, 1985, and familiarized itself with the Terms of Reference, which are as follows:

"Terms of Reference"

General Objective:

To assess the Regional Services Centres as a vehicle for the enhancement of the public's access to Government services and to identify future opportunities for increasing the level of effectiveness of the Regional Services Centres.

Specific Tasks:

(i) To assess the level of program decentralization to regions; this should include not only people and offices, but also decision-making and authority.

(ii) To assess the level of staff relocation to the region of service delivery and, conversely, to determine the effect this has on the goals for decentralization of positions.

(iii) To evaluate the effect of decentralization on the quality of service to the public.

(iv) To identify those services which are decentralized yet outside of the jurisdiction of the Regional Services Centres and determine any benefits which may result from an integration with the Regional Services Centres.

(v) To assess the extent of the coordination of all Provincial services in the regions, including those services delivered outside of the Regional Services Centres.

(vi) To assess the scope for expanding the Regional Services Centres role as a catalyst for economic development vis-a-vis an orientation as a provider of basic Government services.

To carry out the review, it was decided that two key information packages should be compiled:

- a profile of all the government services available from within each region;
- a profile of the government positions in each region which would also indicate the extent of workers residing within the region of service delivery;

Also extensive consultations with each department of government having decentralized services were carried out.

Essentially, this assessment consists of the tabling of these two information packages along with observations made by the task committee.

The Assessment Committee identified the various service regions and included a Central Queens Region for comparitive purposes.

While this assessment is primarily an in-government review, Hon. Frederick Driscoll, Chairman of the Cabinet Committee, requested that consultations be carried out with each of the Community Advisory Boards. Information from these consultations is contained within various parts of the report and is summarized in the Appendix.

Prior to a review of this report by the Cabinet Committee on Economic Development which requested it, a new government administration took office. The disposition of this interdepartmental study is presently unclear; however, the new Minister of Industry, Hon. Leonce Bernard, having responsibility for the Services Centres, has introduced it to Policy Board for their action (September, 1986).

EXECUTIVE SUMMARY

The Regional Services Centre concept has grown and evolved over the past fourteen years. It has gained much public support due to convenience and service provided. The Centres have also been a significant influence in the strengthening of rural communities.

Some aspects of Regional Services Centres could be altered however, to enhance government's support to communities and rural development. This assessment has identified the key goals of the Regional Services Centres to be the provision of a focus for strengthening regional coordination and the fostering of a regional approach to development.

The primary tools for a community to meet its needs are its institutions; from this we get the definition "Community Development is any activity to create or strengthen the institutions of a community."

Regional Services Centres are such a tool for Community Development. This definition implies the Centres should be more than a number of co-located departments delivering services from a common facility; rather, it implies they are to be Resource Centres, pro-active to a broad range of community issues which get addressed in a regionally coordinated fashion. It is from this perspective the assessment was carried out.

The first Regional Services Centre opened in West Prince in 1972 and subsequently Centres opened in Montague and Souris in 1975. An East Prince Centre was opened in 1980 along with a satellite bilingual office in Wellington. Central Queens opened a Field Service Office within the Services Centre Program in 1981; however, while the office continues within Community & Cultural Affairs, it is not now affiliated with the Regional Centres.

The initial host department was the Department of Development followed by Community & Cultural Affairs; the present host is the Department of Industry. Goals and operational policies for the Centres have changed little since the first opening in 1972; however a different emphasis has been placed upon them by each respective host department. During the time Community & Cultural Affairs hosted the Centres, there was the highest level of regional integration in support of Community Development. Regional areas with flexible boundaries have been established and accepted for each Centre, including the satellite regions of Wellington and Morell.

Regional Services Centres have been well accepted by Island residents and communities. The Centres can provide or offer contact for most government services. High usage statistics and extensive listing of services demonstrate this. (In 1985, there were 75,000 visitors and 240,000 telephone inquiries to Services Centres.) The regional areas are also being accepted as service communities; the naming of community facilities after the region indicates this agreement. The Morell area is the only exception noted where some confusion exists for residents on where to go for services.

The Regional Services Centres have, to a great extent, been the base for locating regional services; however, this has not exclusively been the case. Government decentralization of services involves many facilities. Within each region, the provision of services has increased the area's job base and put considerable incomes into the regional economy.

Summary of Regional Service Positions and Incomes

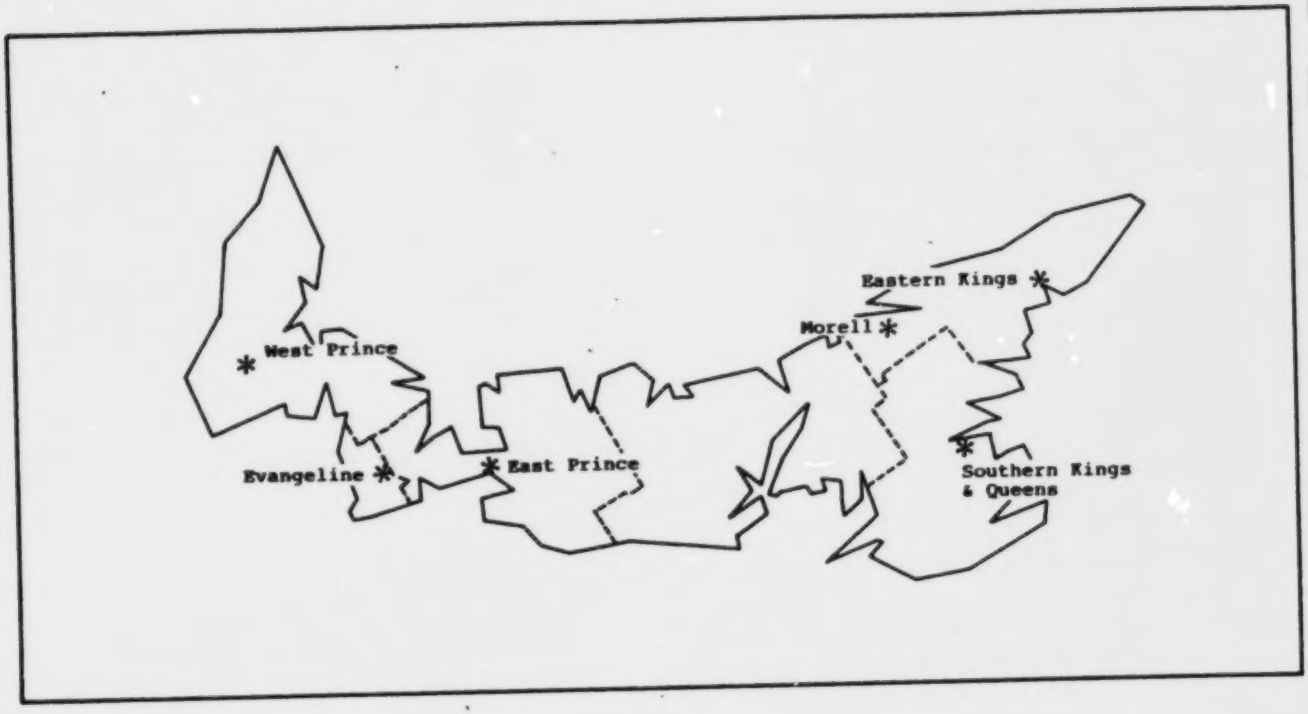
Region	Positions / Salaries		($ x 000)
	Permanent	Casual	Total
Central Queens	693 - $12,094	543 - $2,781	1,236 - $14,875
Eastern Kings	156 - 2,947	251 - 1,202	407 - 4,149
Southern Kings & Queens	166 - 3,221	410 - 1,901	576 - 5,122
East Prince	488 - 9,224	375 - 1,789	836 - 11,013
West Prince	150 - 2,778	229 - 1,090	379 - 3,868
Totals	1,653 - $30,264	1,808 - $8,763	3,461 - $39,027

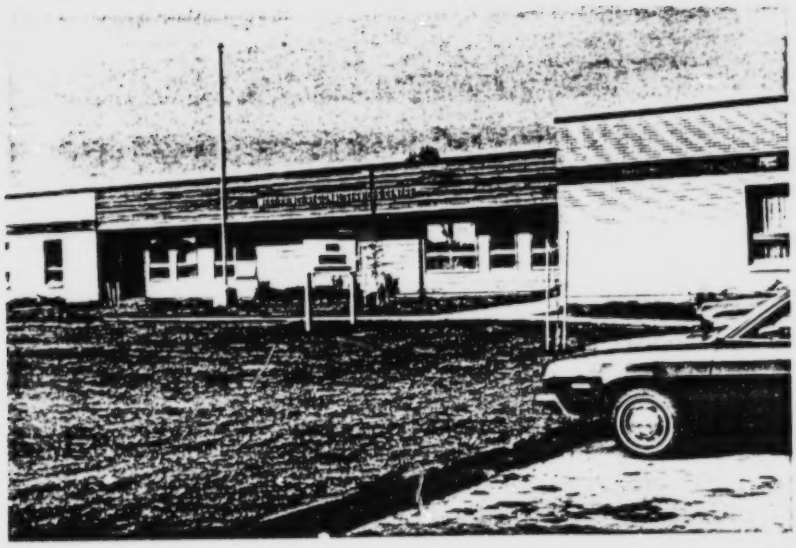
There are five regional service areas in the province including Eastern Kings, Southern Kings & Queens, Central Queens, East Prince (including the Evangeline community) and West Prince. The one-stop shopping approach for government services is quite extensive in West Prince, Southern Kings & Queens and Eastern Kings, but quite limited in East Prince and not available in Central Queens. In Central Queens, which serves an extensive rural as well as urban community, there are many regional service facilities for each different department, without a service coordination or common delivery focus. (Island Information Services does provide a referral service.) In East Prince, the Services Centre supports a unified delivery; however, it is limited to the occupants of the building which are not very extensive in comparison to the many regional services. The locating of services into many, and often poorly identified, facilities prevents many service delivery benefits from occurring. The Southern Kings & Queens Centre has been expanded twice to keep pace with increased services and, just presently, the West Prince Centre reached its full occupancy. Eastern Kings is over occupied and the common facility approach is fragmenting. The Centres' physical limits have been, and currently are, a real constraint to the concept.

Administration of the Centres has evolved, being influenced by the changing expectations of a maturing decentralization within user departments as well as in relation to the interests of the host department. As increased staff decentralized and core departments emerged, the focus changed to be more administrative in managing the Regional Services Centre systems.

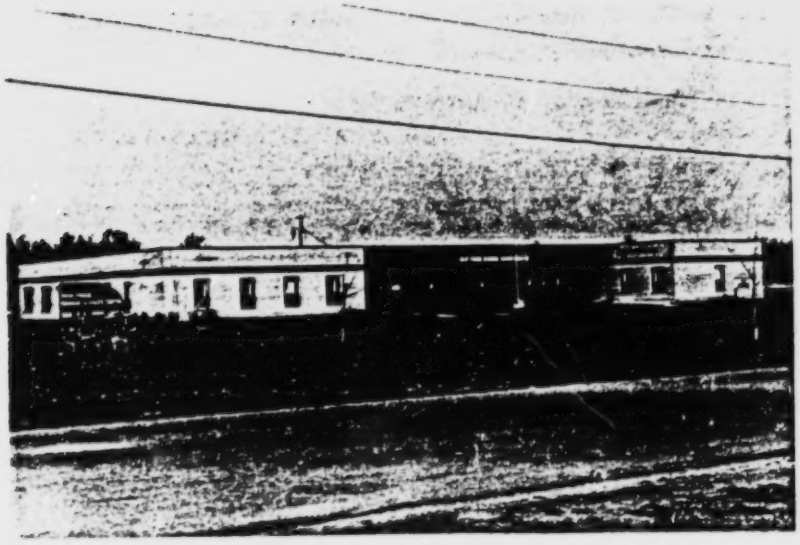
This assessment has found that Regional Services Centres are a successful method to support Rural Development as well as convenient method for clients to receive services. It has also noticed that, through the past 12 years, various influences have shaped the developmental course. Presently, it would be useful for government to clarify its commitment and provide policy direction for the Centres' future. This policy should emphasize an improvement in the level of services, outline a stronger information role, clear up operational procedures and delineate an expanded role in regional coordination more in keeping with the current situation. The opportunity for enhanced Community Development initiatives exists within the Services Centres. The role is broader than is currently being addressed by individual departments and could be significantly enhanced by a Regional Development Team Approach.

REGIONAL SERVICES CENTRE REVIEW





West Prince Regional Services Centre



DEFINITION

Declining rural communities and the desire of Islanders to see development occur equally across the province prompted the creation of Regional Services Centres. By locating government services and staff in close proximity to the rural residents, a number of positive supports were anticipated. Increased participation in programs would improve the social and economic conditions of families. Staff teams would coordinate a common approach to client needs and, thereby, offer the most appropriate response. Programs would become more tailored to client needs as departments got closer to the communities. Additional jobs in government service would open up to regional residents and a regional government payroll would strengthen the rural economy. From these expectations came an understanding of the definition for Regional Services Centres.

The definition of Regional Centres means more than a number of co-located departments delivering programs from a common facility; rather, it implies they are to be resource centres, pro-active to a broad range of community issues which get addressed in a coordinated fashion.

It is within this definition of Regional Services Centres the following Assessment has been made.

Southern Kings & Queens Regional Services Centre

Eastern Kings Regional Services Centre

BACKGROUND

The concept of the Regional Services Centre has been one which has evolved as a result of government concern about the provision of a decentralized and integrated system for delivery of services to the people of Prince Edward Island.

The initial impetus for the program can be credited to the Report of the Premier's Task Force on Extended Care and Alcoholic Treatment Facilities in P.E.I. (1969). It was then taken from the Task Force and advocated as an instrument of social development strategy in the Comprehensive Development Plan in the same year. Finally, the Regional Services Centres became the subject of a Federal-Provincial Agreement and were funded with a demonstration grant from the Canada Department of National Health and Welfare. The West Prince Regional Services Centre was opened to the public on April 11th, 1972. In 1975, the Centres in Eastern Kings and Southern Kings & Queens were opened.

Responsibility for the regional services concept and management of the Centres was initially with the Department of Development. During the first few years, there was much adjustment and rationalization of operational goals. In 1975, the Department of Business Administration of U.P.E.I. completed an evaluation of the West Prince Centre and indicated what the early goals initially included and influences affecting them. Summary and analysis of this 1975 evaluation is provided as Appendix D.

A Minute of Executive Council (No. M36/75) in 1975 stated the Organizational Policy for Regional Services Centres. Goals identified at that time included:

"GOALS OF REGIONAL SERVICES CENTRES:

1.1 To provide ready access for the public to coordinated and integrated government services.

1.2 To facilitate a unified and coordinated effort by government to better serve the needs of the public, such needs often involving the services of more than one government department and/or agency.

1.3 To facilitate a better understanding of the collective needs of the people served by a Regional Service Centre so as to foster policies, programmes and approaches consistent with their needs.

1.4 To facilitate the objective of encouraging and assisting communities to organize and to develop community plans.

1.5 To take advantage of opportunities for internal economies of scale afforded by central location and coordinated programmes.

1.6 To maintain existing departmental administrative channels of reporting and responsibility.

1.7 To encourage the formation of inter-departmental staff committees to examine and act upon areas of common interest and concern and to evaluate and make recommendations on government policies for areas served by Regional Service Centres."

These goals provided guidance to the Dept. of Development during the evolution of Regional Centres over the first five years until the Dept. of Development was discontinued and the Services Centres placed within the new Department of Community & Cultural Affairs. This department significantly altered the operation of the Centres. Executive Council Minute # 30/80, "Regional Services Centre Program--Terms of Reference and Operating Principles" stated in its summary:

> "Within the organizational structure of the Department of Community Affairs is the provision for a Community Resource Division which will be responsible for the management and operation of Regional Services Centres. The Department of Community Affairs proposed terms of reference and operating principles to guide its decisions pending development of the community resource strategy. The proposed terms of reference for the operation of the Centres suggested that the emphasis of

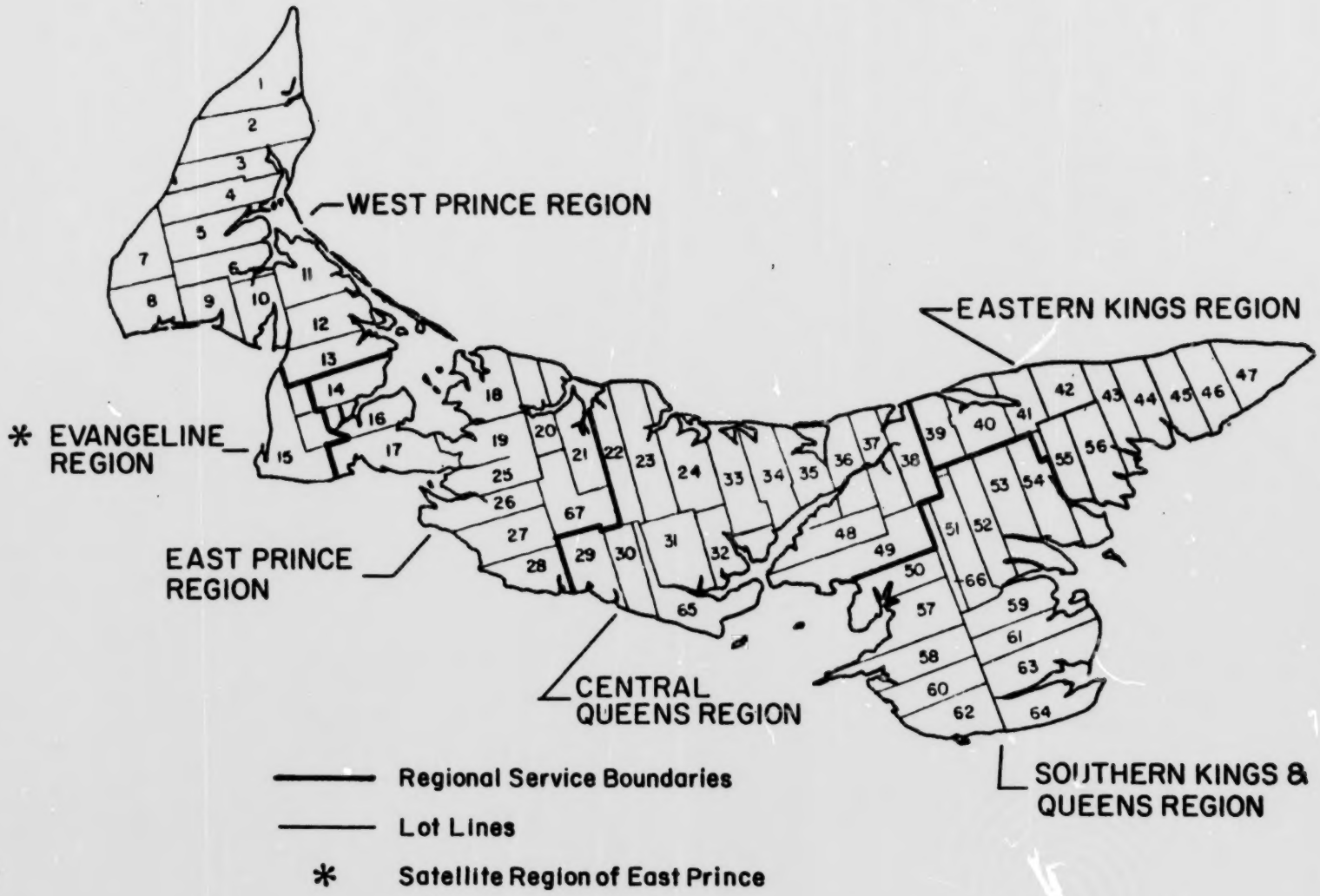
> government service delivery shift from rigid department structure and undue procedural activity to a coordinated delivery system which responds to individuals and communities as well as pursuing community development initiatives."

A complete copy of Minute M36/75 and Memorandum to Policy and Priorities Board 18/06/80 from Community Affairs is provided as Appendix - .

In 1980, a high level of regional integration occured within the Centres. Recreation, building inspection, municipal, environmental and community development concerns were all under one Regional Director. During this period, a wave of decentralization occurred from within Community and Cultural Affairs as well as from P.E.I. Housing Corporation and the Depts. of Industry and Social Services. It was also at this time that an East Prince Regional Centre was opened and, in Charlottetown, a Central Queens Services office for Community Affairs opened.

The most current change in the Regional Services Concept occurred in September, 1983, with the Dept. of Industry accepting the responsibility for the Services Centres. The operating principles adopted during the time the Centres were with Community Affairs were no longer practical, so in practice the Division held to some of the 1975 goals and followed the Department of Industry's Post-84 Plan of Action as an operating guide.

REGIONAL SERVICE CENTER BOUNDARIES



Roseneath Grain Elevator

Bridgetown Highway
Maintenance Depot

Southampton
Kings County Forestry

Cardigan Liquor Control
Commission

Georgetown Court House

There are many government facilities in each region.

REGIONAL BOUNDARIES

Each of the Regional Services Centres has an identified service region for the delivery of its programs. These regions reflect the pattern of shopping, business and social activities that people engage in day to day. Other factors, such as census divisions, school districts and county lot lines, were also considered when setting the boundaries. These adjustments were made to simplify the collection of Regional Data. The map on the following page illustrates Regional Services Centre areas.

While these boundaries indicate community regions, they are not always practical for the decentralized administration of services. This is partly due to the variance in population from one region to the other; in East Prince Region the population is 30,000, while in Eastern Kings the population equals 7,000. Consequently, one area cannot justify the same level of services as another.

While most of the departments located in the Regional Services Centres maintain the same service areas, there are other departments that have a totally different approach to the regions. The Island is divided into an eastern and western region by some departments, such as Parks, Finance and Fisheries. Other departments have three regions including a Central Region or a county division; the Addiction Services are in this category. Other departments, such as the Liquor Commission, treat the Island as one extension region. This variance doesn't appear to cause any difficulty; however, whenever possible, it would be convenient for the Service Centres boundaries to be followed, particularly by the Centre located services. This would assist clients who use several departments to be serviced from one Centre.

The only difficulty with the present regional division of Centres has come from the Morell area. The community is within Eastern Kings; however, some clients go to Charlottetown while others travel to Montague. This has been improved by servicing the client in whichever centre he wishes to be served. For many services, such as getting a license, it may not matter; however, if the client is receiving welfare benefits or an agricultural assistance grant his files will be maintained in one centre. A Morell satellite office has been established and is of some convenience for building inspection and Housing Authority clients; however, no permanent staff are located there and files all remain in the Eastern Kings Centre.

The Regional Services Centres Boundaries have been used for this assessment.

Where a department has a service located within one of the Service Centre regions, it will be included in the profiles for that region.

REGIONAL SERVICES

Regional Services identified in this study will include all government departments as well as the following agencies, commissions or corporations:

Addiction Services

Civil Service Commission

Crop Insurance Agency

P.E.I. Development Agency

Grain Elevators Corporation

Housing Corporation

Land Development Corporation

Lending Authority

Liquor Control Commission

P.E.I. Museum & Heritage Foundation

Within each region, there are many government services provided from the Services Centres as well as from other government facilities. Please refer to Appendix A for a telephone listing which indicates the various regional lines open to residents. Also, please refer to the map on the following page which locates the various sites from which government services are provided.

One of the most significant indicators of decentralization is the delivery of programs from within a region. Appendix B is a comprehensive listing of regionally offered services. The approximate 400 services listed include most of the public services of government and indicate which regions they are directly available within. Complementing the services which staff from the responsible departments provide, each Centre Administrator maintains government forms for over 100 other public uses (Appendix C, Forms Index).

An operating principle at each of the Centres is to never let a client go away without some level of service. When clients seek something which is not available, they are put on a direct telephone line to the necessary department. Many service providers cannot warrant a full-time presence in an area, so the Centre's administration schedules regular office times for them and sets up appointments for clients on these days. The combination of regionally located staff and visiting part-time services coordinated through the Centre Administrator, as well as a full inventory of government forms, enables residents in each region to participate, as their need may be in the vast majority of government regulations, programs or services.

West Prince Receptionist, Colleen Silliker, greeted 18,000 visitors in 1985.

P.E.I. Housing Corporation - Eastern Kings Office
(Wanda Dixon, Housing Secretary)

Eastern Kings Building Development Office
(Kenneth Campbell, Development Officer)

STAFFING FOR SERVICES

To provide Regional Services, 1,653 permanent positions and 1,808 casual positions are involved. These figures represent those solely involved in the provision of a Regional Service and does not include any provincial headquarters personnel. A Central Queens Region has been included and a determination made concerning each position to include only those involved in the Central Queens region's services. Many of this Central region's services are delivered by headquarters staff who primarily have a provincial role and, as such, are not included.

Table # 1 illustrates the region of service delivery for permanent positions. Tables # 2 - 6 each identify all of the permanent positions in a region and show the region of residence of the worker.* Salary figures are given on these sheets to show the economic benefit of wages earned in a region.

Table # 7 demonstrates the Regional Casual positions as well as the wages earned. From a review of the casual position data, it was determined acceptable to assume the worker resided in the area of service delivery for the vast majority of positions.

A summary of some of the tables' information is as follows:

Region	Positions / Salaries		
	Permanent	Casual	Total
Central Queens	693 - $12,094	543 - $2,781	1,236 - $14,875
Eastern Kings	156 - 2,947	251 - 1,202	407 - 4,149
Southern Kings & Queens	166 - 3,221	410 - 1,901	576 - 5,122
East Prince	488 - 9,224	375 - 1,789	836 - 11,013
West Prince	150 - 2,778	229 - 1,090	379 - 3,868
Totals	1,653 - $30,264	1,808 - $8,763	3,461 - $39,027

($ x,000)

* Region of residence information was obtained from the Civil Service Commission computer listing of positions, December, 1985. Some positions have since re-located and also the mailing address in the computer listing may reflect address changes within the previous few months.

CLASSIFIED STAFF LISTING (PERMANENT)

Department / Agency	Total in Regions	Central Queens	E.K.	S.K. & Q.	E.P.	W.P.
Addiction Services	63	33	10	2	18	
Agriculture	55	11	5	11	19	9
- Animal Industry						
- Extension Services		10	4	9	12	7
- Plant Industry			1	1	7	1
- Marketing						
Community & Cultural Affairs	28	8	1	5	9	5
- Youth Fitness & Recreation				1	2	1
- Fish & Wildlife				1		1
- Environmental Services					1	
- Building & Dev. Services		7	1	3	3	3
Education	31	12	2	5	7	5
- Libraries		12	2	5	7	4
Energy & Forestry	56	32	11		13	
Finance & Tourism	12				12	
- Revenue Division					3	
- Property & Assess. Div.					8	
- Tourism Branch					1	
Grain Elevators	10			2	6	2
Health & Social Services	930	394	75	97	276	88
- Dental Public Health		14			6	
- Comm. & Mental Health		17		8	8	3
- Ageing & Ext. Care		257	56	59	201	57
- Public Health Nursing		22	2	5	18	1
- Community Hygiene		5			1	
- Child & Family Services		79	17	25	42	27
Heritage Foundation	8	2		2	4	
Housing Authority	31	11	4	5	8	3
Industry	25		6	6	7	6
Justice	37	7	1	7	20	2
Land Development Corp.	1					1
Lending Authority	1				1	
Liquor Control Commission	83	32	5	9	25	12
Premier's Office	2				2	
Transportation & Public Works	280	151	36	15	61	17
- Parks				4		6
- Public Works		24		1	5	
- Highway Safety & Scales		5	1	4	10	1
- Administration & Garage		49	3		15	1
- Highway Maintenance		66	29	6	29	6
- Construction		7	3		2	3
TOTALS	1,653	693	156	166	488	150
Regional Salary (x 1,000)		$12,094	$2,947	$3,221	$9,224	$2,775

TABLE # 2

CLASSIFIED STAFF LISTING

CENTRAL QUEENS REGION

	Total in Regions	Central Queens	East Kings	Southern Kings & Queens	East Prince	West Prince	Total Salary	Earned by Non Residents
Addiction Services	33	33					$ 675,000	
Agriculture	11	9		1	1		253,000	$ 67,000
Community & Cultural Affairs	8	8					202,000	
Education	12	12					211,000	
Energy & Forestry	32	26		3	2	1	798,000	165,000
Finance & Tourism								
Grain Elevators								
Health & Social Services	394	381	3	6	4		5,543,000	277,000
Heritage Foundation	2	2					44,000	
Housing Authority	11	10		1			308,000	17,000
Industry								
Justice	7	7					225,000	
Land Development Corporation								
Lending Authority								
Liquor Commission	32	32					641,000	
Premier's Office								
Transportation & Public Works	151	134	4	9	4		3,194,000	350,000
TOTALS	693	654	7	20	11	1	$12,094,000	$876,000

61 Central Queens residents worked in other regional areas earning $1,643,000. Included is 31 people working in East Prince for $860,000 and 21 working in Southern Kings for $526,000.

CLASSIFIED STAFF LISTING

EASTERN KINGS REGION

	Total in Regions	Central Queens	East Kings	Southern Kings & Queens	East Prince	West Prince	Total Salary	Earned by Non Residents
Addiction Services	10	1	8	1			$ 214,000	
Agriculture	5		4	1			113,000	$ 41,000
Community & Cultural Affairs	1			1			30,000	30,000
Education	2		2				16,000	
Energy & Forestry	11		5	6			262,000	158,000
Finance & Tourism								
Grain Elevators								
Health & Social Services	75		70	4	1		1,188,000	151,000
Heritage Foundation								
Housing Authority	4	2	2				119,000	68,000
Industry	6		6				137,000	
Justice	1		1				9,000	
Land Development Corporation								
Lending Authority								
Liquor Commission	5		5				104,000	
Premier's Office								
Transportation & Public Works	36	1	26	9			755,000	201,000
TOTALS	156	4	129	22	1		$2,947,000	$649,000

Value of Eastern Kings Residents' Salaries earned in another regional service area: (Does not include Charlottetown Central Office positions) $318,000 - 15 positions.

CLASSIFIED STAFF LISTING

SOUTHERN KINGS & QUEENS REGION

	Total in Regions	Central Queens	East Kings	Southern Kings & Queens	East Prince	West Prince	Total Salary	Earned by Non Residents
Addiction Services	2		1	1			$ 21,000	$ 21,000
Agriculture	11	3	1	7			255,000	112,000
Community & Cultural Affairs	5	2		3			145,000	63,000
Education	5			5			22,000	
Energy & Forestry								
Finance & Tourism								
Grain Elevators	2			2			49,000	
Health & Social Services	97	7	4	86			1,720,000	195,000
Heritage Foundation	2	2					41,000	41,000
Housing Authority	5	4		1			137,000	117,000
Industry	6			6			140,000	
Justice	7	1		6			170,000	36,000
Land Development Corporation								
Lending Authority								
Liquor Commission	9	1	1	7			177,000	45,000
Premier's Office								
Transportation & Public Works	15	1		14			344,000	35,000
TOTALS	166	21	7	138			$3,221,000	$687,000

38 Residents worked in other Regional Services for a value of $848,000

CLASSIFIED STAFF LISTING

EAST PRINCE REGION

	Total in Regions	Central Queens	East Kings	Southern Kings & Queens	East Prince	West Prince	Total Salary	Earned by Non Residents
Addiction Services	18				17	1	$ 389,000	$ 17,000
Agriculture	19	3			15	1	406,000	72,000
Community & Cultural Affairs	9	4			5		254,000	115,000
Education	7				7		50,000	
Energy & Forestry	13	5			6	2	333,000	
Finance & Tourism	12				12		347,000	
Grain Elevators	6				6		139,000	
Health & Social Services	276	6	2		255	13	4,341,000	457,000
Heritage Foundation	4				4		68,000	
Housing Authority	8	5			3		227,000	155,000
Industry	7				7		204,000	
Justice	20	2			18		536,000	78,000
Land Development Corporation								
Lending Authority	1				1		35,000	
Liquor Commission	25	1			23	1	494,000	43,000
Premier's Office	2				2		55,000	
Transportation & Public Works	61	5			55	1	1,346,000	151,000
TOTALS	488	31	2		436	19	$9,224,000	$1,088,000

17 East Prince residents work in other regional service operations for a wage total of $449,000.

TABLE # 6

CLASSIFIED STAFF LISTING

WEST PRINCE REGION

	Total in Regions	Central Queens	East Kings	Southern Kings & Queens	East Prince	West Prince	Total Salary	Earned by Non Residents
Addiction Services								
Agriculture	9	1				8	$ 187,000	$ 27,000
Community & Cultural Affairs	5	1				4	131,000	28,000
Education	5				1	4	21,000	
Energy & Forestry								
Finance & Tourism								
Grain Elevators	2					2	- 49,000	
Health & Social Services	88	1			1	86	$1,478,000	43,000
Heritage Foundation								
Housing Authority	3	2				1	84,000	64,000
Industry	6					6	150,000	
Justice	2					2	39,000	
Land Development Corporation	1					1	35,000	
Lending Authority								
Liquor Commission	12				1	11	237,000	18,000
Premier's Office								
Transportation & Public Works	17				1	16	367,000	35,000
TOTALS	150	5			4	141	$2,778,000	$215,000

20 residents worked in other Regional Services areas for a value of $253,000

Table # 7

REGIONAL SERVICES ASSESSMENT

CASUAL EMPLOYEES #$ Department/Agency	Total	Central Queens	Eastern Kings	Southern Kings & Queens	East Prince	West Prince
Addiction Services	59 569,000	17 198,000	15 195,000	4 36,000	23 140,000	
Agriculture	40 236,000	7 57,000	2 6,000	9 40,000	12 70,000	10 63,000
Community & Cultural Affairs	5 ,000	2 8,000		1 8,000	2 6,000	
Education (libraries)	7 22,000	7 22,000				
Forestry Branch	186 ,000	115 334,000	37 111,000		34 99,000	
Tourism Branch	41 146,000	11 35,000	2 5,000	11 44,000	15 56,000	2 6,000
Health & Social Services	76 502,000	27 211,000	13 76,000	8 36,000	26 179,000	
-Community Mental Health	7 84,000	2 13,000		2 12,000	3 59,000	
-Aging & Extension Care	64 413,000	31 206,000	8 39,000	5 22,000	20 90,000	
-Public Health Nursing	4 42,000	3 25,000	1 17,000			
-Community Hygiene	1 7,000	1 7,000				
-Child & Family Services	29 202,000	19 152,000	4 20,000	1 2,000	5 30,000	3 16,000
Heritage Foundation	8 69,000	5 53,000			3 12,000	
Housing Authority	7 31,000	4 19,000			2 16,000	
Industry	3 21,000		1 5,000		8 107,000	
Justice	14 165,000			6 58,000	2 8,000	1 4,000
Liquor Control Commission	6 46,000	3 34,000			227 1065,000	194 968,000
Transportation & Public Works	1275 6,197,000	352 1,755,000	164 779,000	338 1,630,000	26 94,000	61 288,000
-Parks	195 891,000	11 51,000	24 97,000	73 361,000	102 400,000	82 385,000
-Maintenance & Garages	707 3,156,000	220 1,003,000	106 484,000	197 884,000	2 17,000	1 5,000
-Highway Safety	8 53,000	3 19,000	1 7,000	1 5,000	97 554,000	50 290,000
-Construction	365 2,097,000	118 682,000	33 191,000	67 380,000	19 31,000	19 33,000
Provincial Youth Dev. Program	121 193,000	33 55,000	17 25,000	33 49,000		
Positions	1848	543	251	410	375	229
Salaries	$8,763,000	$2,781,000	$1,202,000	$1,901,000	$1,789,000	$1,090,000

Southern Kings & Queens Receptionist, Colleen Grant

East Prince Staff Coordinate their work during a staff meeting (1983)

WORKING TOGETHER IN THE REGIONS

DEPARTMENTS AND AGENCIES REPRESENTED AT
REGIONAL SERVICES CENTRES - CLIENT STATISTICS

DEPARTMENTS	WEST PRINCE		EAST PRINCE		EASTERN KINGS		SOUTHERN KINGS & QUEEN	
	Client Visits	Phone Calls	Client Visits	Phone Calls	Client Visits	Phone Calls	Client Visits	Phone Calls
Full-Time:								
Agriculture	1,968	8,307	3,081	9,788	1,893	6,788	1,294	5,390
Canada Employment Centre	7,156	25,282						
Artificial Breeders Assoc.		3,438		6,060				2,476
Community & Cultural Affairs	453	5,517	632	5,084	535	2,544	992	3,516
Highway Safety					9,600	6,509	15,178	4,313
P.E.I. Housing Corp.	1,065	5,811	591	5,096	1,824	8,190	1,296	5,546
Industry	3,374	14,443	1,718	7,998	3,284	10,714	1,660	4,268
Land Development Corp.	308	1,398						
Public Works							167	957
Red Cross	299	741			34	447	360	1,126
Social Services	2,431	24,088			5,105	24,369	4,463	33,171
Part-Time:								
Finance (Taxation)	14	9						
Land Development Corp.					36	111	45	115
Forestry	107	177			171	654	127	504
Health	Messages							
Addiction Foundation	13	78						
Labour	Messages							3
Lending Authority	Messages							
Seniors Home Repair	39	240					38	665
Workers Compensation	Messages							
Health & Welfare Canada	283	159	1,112	1,798	409	855		
Armed Forces	39	3						
Vet Clinic		1,287						

DEPARTMENTS	WEST PRINCE Client Visits	WEST PRINCE Phone Calls	EAST PRINCE Client Visits	EAST PRINCE Phone Calls	EASTERN KINGS Client Visits	EASTERN KINGS Phone Calls	SOUTHERN KINGS & QUEEN Client Visits	SOUTHERN KINGS & QUEEN Phone Calls
Community & Cul. Affairs (Env.)	Messages							
Federal Business Development Bank	6		31	84			1	5
Immigration	2							
Employment Development Branch	134	57			15	631	118	871
Outreach	29	3	42	354			32	177
Dept. of Veterans Affairs	156	60					23	48
Members - Legislative Assembly			1,227	4,612	770	3,290	17	200
Parks Division			8	86				
Regional Planning Board			21	205				
P.E.I. Development Agency				144				
Central Mortgage & Housing Corp.			9	82				
Education			11	22				
Justice	48	246			604	1,127	942	2,085
Women's Employment Development	156	585	65	402			18	137
Civil Service Commission	132							
Canadian Mental Health			74	378				
Income Tax	21	9	117	195			317	216
Miscellaneous	246	306	174	1,347	92	552	375	1,431
TOTAL	18,479	92,244	8,913	43,735	24,372	66,781	27,463	67,220

Visits to the Evangeline Centre equal 1,200 and phone calls equal 900. This Centre is cost shared by the Secretary of State and has 2 full-time bilingual workers. As well as accessing government services, they provide a development resource service to the many area organizations.

Eastern Kings Receptionist, Therese Peters

West Prince Receptionist, Colleen Silliker

LEVEL OF SERVICE

From the earlier presented data which lists regional staffing and services, it can easily be seen that the Services Centres themselves are not alone in the area in meeting the community's government service needs. While this assessment has concerned itself with all regional services, the primary role is to focus in upon the Regional Services Centres.

The main function of each centre is to provide a regional base for the delivery of a wide range of government services. Appendix B demonstrates that a great many programs and services are regionally available from the centres. Table 1 is a listing of 1985 contacts to each centre which demonstrates overwhelming usage. The principal departments represented include Social Services, Agriculture, Community Affairs, Housing, Industry and Highway Safety. There are many other part-time representatives using the Centres including Government of Canada service providers. All centres do not offer identical services, i.e., in Summerside, Social Services does not locate in the Centre and, in O'Leary, the Employment Office is in the Centre which is not the case elsewhere. Due to this variety, it is difficult to make a numbers comparison of staff from centre to centre.

A favourable achievement of the Regional Services Centres has been that, despite population variances (East Prince 30,000 and Eastern Kings 6,000) between regions, an effort to establish an appropriate level of service to each area has occurred. From the appendixed service listing (Appendix B) this achievement can be realized.

The provision of a bilingual Evangeline Regional Services Centre has enhanced the level of service delivery to that community. Despite few

service providers utilizing the Centre, many residents rely on it for information and referral. The Centre has also become a strong resource support for an active Community Development Process.

Centres in Montague and Summerside are increasing services more extensively than other regions and these two Centres appear to be developing as county headquarters. Some central departments believe Summerside and Montague have large enough regional population bases for decentralization which could not be justified if fragmented smaller. This is obviously the case for some services, and decentralization to the counties improves services to the overall areas.

At this point, it may be useful to identify a few different levels of service.

1. The most extensive level of service occurs when a department integrates its services in the region, has a common approach among its regional staff and is managed by a Regional Director who is able to make decisions. In this situation a whole field unit takes responsibility to meet client needs and the client can relate to the whole department. The Housing Corporation is the only example where this is occurring.

Other variations include where a division of a department is working together in the field, such as the Child and Family Services Division of Health & Social Services, and where divisions have extension services units in the regions which are not field integrated, such as Community Economic Development Division of Industry and Extension Services of Agriculture.

2. A second high level of service occurs when a department puts service delivery personnel in an area. Despite a worker in an area not delivering all the department's services, he can give good service for their particular program. The level of service in this category is increased with the hours of availability. A full-time area worker is better than half a day per week. Community & Cultural Affairs and Highway Safety both have full-time staff and provide excellent service for their particular responsibilities. There are numerous part-time services in different Centres whose occupancy has been determined by staff resources and service need. There are some program delivery staff that have seasonal occupancy to meet a specific demand, an example being a representative of the Assessment Division being present when tax bills are sent out.

3. The weakest level of service (however still beneficial) is where programs are not represented by staff in the Centre or region. This service is assisted by Centre Administrators offering information and referral services as well as providing forms. Clients are also served over the telephone and by field visits from out-of-region staff.

During the assessment of services, it was easy to identify which service level each department fits within; however, it is inappropriate for the evaluation to recommend the level a region should have. The practicality of service level provision is best decided by the Department offering the service. Decentralization, wherever feasible, has to be a priority in departments or it will not occur. There are many blockages to decentralization, and it does not occur nor maintain itself without a strong will to make it work.

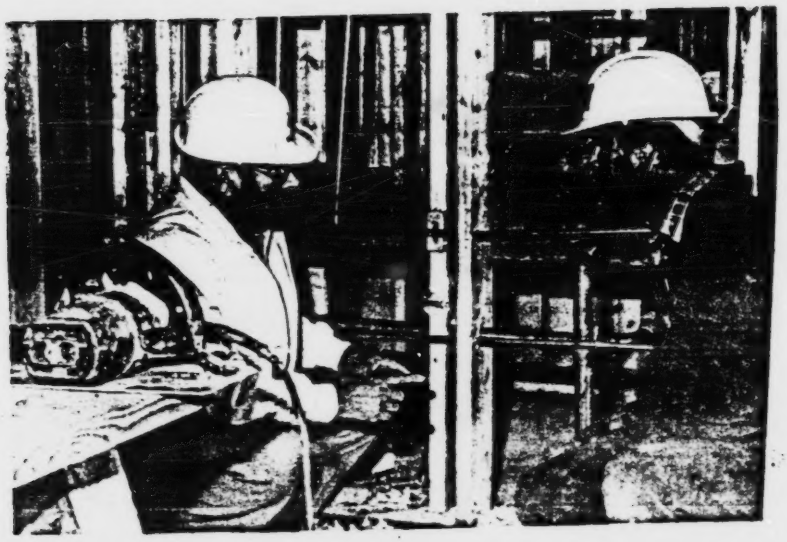
A listing of some specific opportunities where an increased level of service may be warranted have been suggested through consultations and Community Boards. This list should not be accepted as a recommendation but should be reviewed as suggestions and the appropriateness of each determined by the responsible department. They include Regional Industrial Support Personnel including:

- Business Development Officers, Department of Industry, to be located in each county;
- Industrial Development Officers to be located in each county and P.E.I. Development Agency, in a scheduled basis;
- Fisheries representative to locate in West Prince and Eastern Kings;
- Tourism Development Officer to locate in each county;
- Agricultural Worker to join West Prince Agricultural Extension Services.

Other service positions:

- West Prince want the Department of Education's teacher for the blind to become a full-time regional position;
- Evangeline area want a bilingual Public Health Nurse and a speech therapist, as well as an increase of bilingual positions in the East Prince Social Services staff complement;
- East Prince wishes to have a Driver Safety Worker for conducting interviews and workshops on Driver Improvement;
- West Prince wish to have a Public Works Maintenance Worker who may also tend Housing Corporation properties.

As well as these positions, service improvement can occur through more formal contact procedures by other area services to the Centres. Examples include the West Prince Highway Maintenance Supervisor regularly stopping in at the Centre, as well as Fisheries & Wildlife workers visiting Centres when in the area.



Plumbing Inspection - Dept. of Community Affairs

Highway Safety Office - Eastern Kings

ONE-STOP SHOPPING FOR GOVERNMENT SERVICES

A coordinated and integrated approach to individual and community needs is one of the primary objectives for Regional Services Centres.

Services to clients are coordinated by the one-stop facility for many services. In 1985, common receptionists greated 75,000 people and 240,000 telephone inquiries, referring them to the many Centre services. It is not uncommon for a receptionist to arrange for a client to see more than one service per visit. The front desk is also able to provide forms for most services which are not represented by staff. When a client has a problem which the receptionist is unable to resolve, the Centre Administrator provides an intake support. This often leads to an application form being completed or a direct call being made to out-of-the-region staff who offer a service.

While many factors influence coordination, for the Regional Services Centres it has been the sharing of a common facility that has had the greatest impact. Coordination through the one-stop approach is working well and pleases clients. However, this benefit is only available as space permits services to co-locate. During the past years, increases in regional positions have filled and over occupied the Centres.

A negative impact to Eastern Kings Centre occurred due to insufficient space. A number of services located in the building moved out and presently new services are locating in other private offices. The Centre's common board room was turned into offices, and a meeting room in a separate facility is currently being sought.

The West Prince Centre has just this year reached full occupancy and is now unable to accept any increase of staff.

Southern Kings & Queens Centre just underwent a 17-office expansion and has fully committed this increased space.

Along with space shortage limiting new services, it has also caused an undesirable situation in Centres where space jurisdiction issues have caused interpersonal friction. This has been seen to hinder co-ordination in a number of cases. When Centres are over-crowded, the Administrator in charge establishes criteria for space usage and, on a priority basis, government departments outweigh community-used space. "Why should the Student Works Project have use of a summer office when we need it and are a department?" is often voiced.

Also on coordination in relation to space, a different difficulty is witnessed in East Prince. Apart from Charlottetown, Summerside has the next highest number of employees (488 permanent and 836 casual). Government presence in the community is diffused into many locations which are often poorly identified, the residents may well be unaware of the significant provincial presence. The integration of elements earlier identified is occurring in the East Prince Centre; however, this Centre has the least number of co-located departments of any Centre, and the integration does not occur for any of the many other departments in separate facilities.

CENTRE ADMINISTRATIVE INTEGRATION

Integration also occurs where one department looks after a function for another department. This close arrangement only happens in some of the administration aspects of the Centres. The main goal of this integration is cost savings in sharing of materials, facilities and staff.

West Prince shares many common supplies and equipment. Colleen is sorting mail into the departments' mail slots.

Some of the elements where integration occurs in running the Centre include:

- Common facilities, boardrooms, waiting areas and staff rooms. The host department represents the sole tenant to Public Works who actually budgets to meet these expenses. Public Works and the Centre Administrators integrated many of their activities related to maintaining the facility.
- Common equipment is administered by the host department. This includes telephone switchboard, photocopier and mail scales.
- A common receptionist provided by the host department.
- Clerical support is provided by the host department to Centre staff which do not have secretarial positions of their own. This is limited by the clerical time available. (A steno pool arrangement does not exist.)
- Integrated budgeting system for telephone, copying, materials and supplies.

It is within these elements of integration that efficiencies afforded by co-locating are realized. This integration is limited and, where a department can justify resources based on its own needs, the integration approach is often abandoned. This has enabled departments to have their own secretaries and equipment versus relying upon a pool arrangement. As a tenant department, there are many advantages from having direct control of secretaries and equipment; however, the benefit of sharing resources is greatly lessened.

Excepting these shared administration functions, there is no integration between centre departments in programs. Each department manages its own services completely in house. A common approach to clients is not occurring among departments. Social Services and Housing Corporation may have a mutual client and one be uncertain of the interests of the other. During consultations with Housing staff, they were apprehensive about Social Services because they sometimes refer clients to housing vacancies and, when the client damages the property, Social Services accepts no responsibility.

A common opinion put forward claims integration cannot occur at the field level if it does not exist at the senior level; there are very few examples of such integration occurring between departments.

Despite integration not occurring between departments, it has been occurring within departments. Social Services, over the years, has decentralized many services and plugged them in to the Centres Social Service Management. This has occurred in Agriculture, Community Affairs and the Housing Corporation. Each department expressed satisfaction with the field integration and felt it was quite functional. Regional integration has been quite purposeful in each area where it has occurred. The key prerequisite was that a decision to make it happen was made and the whole department planned for and supported it. This is quite different than just locating a worker in a region to report into central office. Social Services, Housing, Community & Cultural Affairs each understand the principle; however, few other departments see the need or practicality if integrating services into regional operating units.

There has been regression of the common regional approach in some departments where it was strong and functioning well. Community and Cultural Affairs, which was a model, lost all aspects of regional integration when it became fragmented due to the shift of staff to the Dept. of Industry. A well planned integration which took a few years to get working was lost overnight and the component services of the department now each relate individually to central supervision. The Department of Industry which took on the responsibility for the Regional Services Centres formed the Community Economic Development Division. This Division has not been able to decentralize any of the government's industrial services into the regions. The move has actually withdrawn the running of the Centres from the Regional Directors, who now limit their interest to the one objective of economic improvement. Administration of the Services Centre Program has been given to field administrators who do not have responsibility for Community Development.

Social Services, who pioneered the regionalization of services, is continuing in this regard with still more services moving to the regions. The new Home Care Support Division is an example. The one regional unit approach with regional integration does not seem to be continuing. There seems to be a variety of different field operations, each with their own head working in the field in isolation of each other. Also the two regions of Eastern Kings and Southern Kings & Queens seem to be combined as one region to justify specialist services and not to unduly duplicate supervision, etc. This is actually centralization, and a regional approach based on the Centre areas is not fully occurring. Program Managers spend a lot of time during the work day travelling between Centres.

Apart from integration, a unified approach to meeting client needs is occurring through staff cooperation. Industry staff and Social Services work together getting positions for the Job Creation Program; Housing staff and building inspectors share orthophotos and information on home improvement work in progress; a Recreation Officer shares his information with a Development Worker concerning community leadership. There are countless initiatives that enable the Centres to respond in a unified fashion to client needs. Various staff committees have existed to encourage cooperation. At present, West Prince is the only region which continues with full staff meetings. A social committee meets in each of the Centres. The benefits of a common approach achieved through cooperation and a day-to-day knowledge of each others activities cannot be overstated. This is also the basis of some staff sharing to handle relief periods at the switchboard. Supports for this include common staff rooms and a willingness of directors to allow socialization to occur. When a department starts having its coffee apart from the rest, a clear signal of trouble is given.

GOVERNMENT SERVICE DELIVERY FOR CENTRAL QUEENS

Since the first Regional Services Centre opened in 1972, the Province has given priority to decentralization and improved service delivery to those communities furthest removed from the central decision making and delivery mechanism in Charlottetown.

Central Queens represents the largest service region in terms of population (51,000) and provides the most striking contrast with regard to its urban and rural composition. The urban area, predominately Greater Charlottetown Region, includes 60 percent of the population (31,000).

The rural area includes about 40 percent of the population (20,000) and such communities as Victoria, Crapaud, Hunter River, North Rustico and Mount Stewart.

Decentralization is not an issue in this region, but service delivery to individuals and communities may be lacking some positive elements now firmly established in Regional Services Centres:

- provide a "focus" for government service delivery;
- ease of access via "one-stop shopping";
- act as an information and referral Centre;
- assist in providing co-ordinated community development initiative.

Eastern Kings Community Development Staff
(Peter McQuaid & Urban Carmichael)

Eastern Kings Agricultural Resource Centre
(Isobel McCormack, Home Economist)

WORKING TOGETHER FOR COMMUNITY DEVELOPMENT

While a high level of coordination (a common approach) is not intrinsically occurring among departments, Community Development initiatives have been the common denominator, and departments do coordinate resources to develop projects. The Main Street Program is a typical example of coordination. The municipalities (6 municipalities each had coordinated developments) planned and sponsored commercial revitalization schemes; D.R.I.E. provided planning and capital grants; C.E.I.C. provided worker funding as did Social Services' J.C.P.; Community & Cultural Affairs assisted the local leadership and was catalyst to the whole development.

The Services Centres developmental staff often aid groups plan for projects which require resources from various departments. Each department views the project in consideration of its own programs and can often have input into common projects solely through cooperation. This works well, as there is a wide proliferation of programs available. One of the essential elements has been the catalyst to bring it all together. There are countless rural development initiatives which have led to well coordinated programs at the regional level.

Within the developmental definition of Regional Services, this coordination on specific projects in the community is most favourable. To indicate the extent of Regional Services Centre coordination in Community Development projects, review the following listing of sponsoring organizations and project titles which Community Economic Development workers assisted in 1985. There are many other initiatives similarly supported by other government departments such as Agriculture and Social Services or Fisheries.

East Prince Centre assists Community Initiatives (1984)

Economic Development staff were requested to assist approximately 100 projects which required attendence at over 700 community initiated meetings. The following listing of Community Groups and Project Titles indicates the actual level of cooperative effort.

WEST PRINCE

Sponsoring Organization	Project Title
Community Advisory Board	- Outlook Conference - Seniors Home Repair Project - Youth Employment Job Entry - Challenge '85 "Market Booklet"
Potato Shippers Group	- Rail Abandonment Brief
Tourism Association	- Hospitality Training Project - Travel Counsellors Awareness - Events Brochure Project
Industrial Commission	- Aerial Strain Research Project - West Prince Craft Fair - Tourism Theme Park - By-laws Updating Project
Island Fox Feed Kitchen Coop	- Fox Feed Coop Start-up Project
Tignish Community Council	- Rural Business Center Program
Ellerslie Craft Group	- Coop Production Project
West Prince Ventures	- Trade Fair
West Prince Development Corp.	- Business Start-up Project
Rosebank Coop	- Community Cannery Project
Conception Parish, Derby	- Forestry Employment Project

EASTERN KINGS

Tourism Association	- Midnight Boat Excursion - Business Seminar - Community Profiles - Reservation System Project - Area Promotion Project

Souris Merchants	- Farm Chamber of Commerce - Trade Show
Area Industrial Commission	- Expansion of Boundaries - Area Tourism Study "Green Report" - Ice House Review - Job Development Proposal - Ice House Project
Community Advisory Board	- Seniors Home Repair - CEIC Job Entry - UPEI Community Integration Program - Santa Claus Parade
Souris Council	- Governor General's Visit Organization
Souris Merchants	- Chamber of Commerce Formation
Mt. Stewart	- Craft Group Start-up - Rural Business Center - Fire Hall Replacement Project
Basin Head Museum	- Salty Box Plant Viability
Morell	- Rural Business Center Project - Area Consumer Survey - Health Center Planning
St. Peters	- Development Committee Area Plannin
St. Margarets Parish	- Section 38, Make Work Project

EAST PRINCE

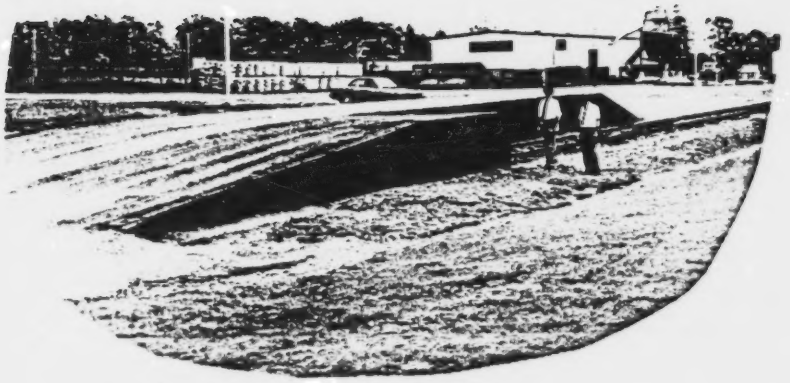
Kinkora	- Rural Business Center Project - Job Development Program CEIC
Borden Council	- Gateway Project - Rural Business Centre Project - Bar Harbour Prospecting Visit
Summerside Area Industrial Commission	- Industrial Park Management Project
SWDC	- Greenshore Land Assembly - Golf Course Enhancement - Events Center Planning Project - Major Attraction Tourism Project - Downtown Development

Agricultural Entrepreneurs	- Atlantic Institute of Biotechnology Research Project
Chamber of Commerce	- Trade Show - Junior Achievement Project
Summerside Merchants Assoc.	- Retail Study
Summerside Area Regional Planning Board	-

SOUTHERN KINGS & QUEENS

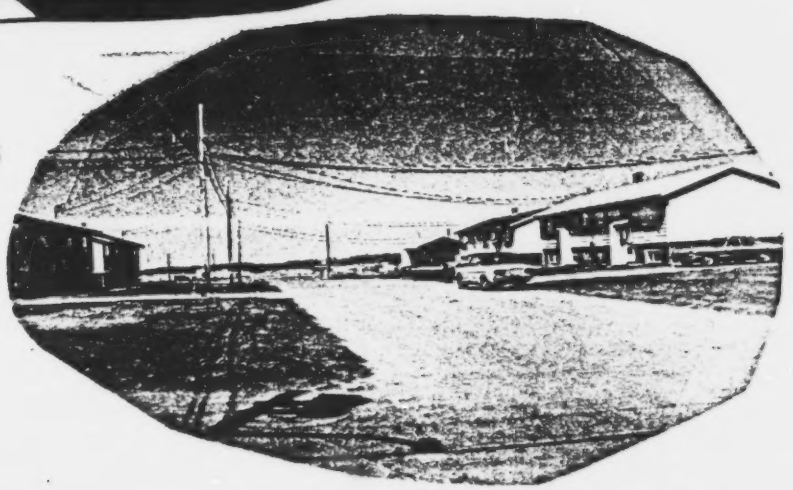
Area Economic Development Committee	- De Roma Point Historical Park Study
Georgetown Council	- Formal Development Plan

Transhipment Centre
Summerside



Summerside Northside
Re-Development

Summerside Housing
Program



Community Initiatives are encouraged by Regional Development Staff.

RUNNING THE CENTRES

The Regional Services Centre concept with decentralization of services for regional development has occurred as a policy of government more so than as a mandate of a single department. Through Provincial policy, decentralization has extensively occurred for each region. While not all decentralization has utilized the Services Centres, much has, and presently approximately 300 permanent staff work from four centres. The overall commitment for decentralization has been Provincial policy, while responsibility to foster the concept and manage the regional facilities has been assigned to a host department.

AN EVOLVING ADMINISTRATION

Initially, the Department of Development hosted the Regional Services Centres. A positive comment concerning their role was that it seemed appropriate to have a Department with a comprehensive focus for development in charge. As well as a comprehensive focus, the Department of Development had no programs which could side track the regional goals into sub-objectives.

The Department of Development staffed each Centre with Regional Coordinators and provided Information Officers as well as secretaries. Initially, the focus was on getting staff to the region. Firstly, visiting service providers would come one day per week and, as a service demand developed, the frequency and number of staff increased. During these times, a great deal of effort by the Coordinators was spent facilitating provision of service to the area and informing the community of the service so residents could take advantage. The information role was crucial because often the service sought was not represented by staff. To develop a service reliance, the Information

Officers assisted everyone who came in. Visiting service providers relied upon the Centres clerical support, furnishings and equipment.

As departments matured and larger field units, such as with Social Services and Agriculture, became established, they justified their own clerical positions and furnishings. The reliance on information services from another department (the host department) was less needed and considered inappropriate. An example would be the Centre Information Officer trying to respond to a Social Service client wanting funding permission to buy drugs.

While the requirement for information and clerical support has diminished for the core departments, a continuing and growing need exists for the many services which have not set up regional support for their staff and do not have high enough service demand to be represented with full-time staff. A file with over 100 different interdepartment forms is maintained at the front desk of Centres on behalf of services which the host department can dispatch (Appendix C - Forms Inventory).

The Department of Community & Cultural Affairs accepted responsibility for the Centres after the Department of Development ceased. At this time, extensive integration occurred for many of the loose ends in the Centres. The Regional Directors increased their extension interest into Community Development while support of the co-located departments became more defined. The information role was still important; however, the Administrative Officers' work in administration of the Centres had increased.

During this period, the Centres were in a Community Resources Division and the theme for a comprehensive approach to community development was practiced.

Presently, responsibility for hosting the Centres is with the Department of Industry's Community Economic Development Division. The shift in responsibilities for Regional Directors into extension work and Administrators to run the Centres was formalized. This isolated the Centres from a strong community bias and the leadership provided through the Regional Directors and established them primarily as an administrative structure. This is not to imply that the regional administrators are not sincerely dedicated to their community, which they certainly are; however, the conceptual direction for the Centres has been lessened and a clear focus of control is missing. This has been an expressed concern by Community Boards and has caused confusion for line departments.

STAFF COMMITTEES

At various times, the Centres would organize staff committees. Workers would meet to discuss common issues of sharing resources, organize social events, manage a coffee fund, share program information, learn of new policy for the Centres. These committees kept communications open and usually have been reported to be nurturing cooperation which strengthened the team approach. This is still occurring in West Prince but, unfortunately, to a lesser extent in other Centres. There have been a number of sensitive issues related primarily to office occupancy and sharing resources that has hampered staff meetings.

The functioning of such committees has been discouraged by senior directors in the Centres. A core department such as Social Services prefers to have their own staff meetings apart from others. Various directors have suggested that an overall Centre staff meeting duplicates their department staff meetings. Some directors offer to sit in themselves and to share any information with their department workers. During the existance of such meetings, however, a great management aid for cooperation was provided and regional pride was developing for the Centres as a unit.

REGIONAL DECISION MAKING

Regional authority ideally should be decentralized to the point that the day-to-day operations can be managed and client-related decisions made in the region.

Reviewing operations in the Centres, decision making is highest where a regionalized management unit is operating and a local director is in charge. Through a Regional Director, departments are able to pass on formal as well as informal authority. Usually these positions are better informed, as they operate in a closer relationship to the department heads where goals are broader than the sub-goal orientated staff worker. Departments such as Social Services, Housing and Agriculture are well equipped to make regional decisions and manage programs.

Authority is lowest where a centralized agency dispatches a worker to take the department's programs to a Centre. This low level of authority is the case for most workers who do not have a regional head. These workers can contribute little to coordination or the regional perspective because they do not have authority to act and are unable to follow direction locally given by other leaders.

A problem of strict centralized authority for regional workers is that they do not become part of a regional team approach nor do they have the depth to deal with issues or objectives beyond their program scope.

INTEGRATED BUDGETS

The administration of an integrated budget is the responsibility of the host department. This department consults with user departments and puts forward the regional need for stationary, photocopying, mail, etc. When restraint is exercised in the overall budget, the host department manages this on behalf of the many users.

Various Centres offer different levels of support through the integrated budget. Different departments in the Centres have different expectations of the integrated resources. Mail, phone and photocopying are generally uniform; however, stationary and supplies are varied. Some departments prefer to use their own letterhead which the Centre is reluctant to stock.

Departments identify their needs in the integrated budget but have no direct way to influence their allotment as the host department makes submissions on their behalf. Actually, the host department could cut excessively into this account to meet global department guidelines and the users must comply. This has been the source of considerable concern during the past two years as restraint was practiced in the Centres. On the other side of this issue, consider when a user department over spends, the host department must either cut services or rob another department of its approved allotment to balance out the account.

COMMUNITY ADVISORY BOARDS

Community Advisory Boards do not have any direct authority over the Centres. These Boards assist the Centres to meet their objectives by advocating improvements to the government delivery. Board influence also increases

awareness of services and keeps government on its toes when changing programs. The Community Boards meet in the Services Centres regularly; Regional Directors provide executive secretarial services (presently provided by the Regional Administrators). These Boards do not have any direct link with government services beyond the executive secretary. Various Ministers and senior bureaucrats are common guests and many communications of frustration are aired in the press.

The West Prince Community Advisory Board is very active. Pictured above are: Ed McAlduff, Walter Rafferty and Audrey Callaghan.

Eastern Kings Advisory Board, 1978

The late Doris Llewllyn, Chairperson, and the late Leo Crane, Development Worker, are pictured here with the 1978 Board.

Advisory Boards have been a valuable part of the Regional Service Centres since they were first formed 12 years ago.

COMMUNITY ECONOMIC DEVELOPMENT

REGIONAL SERVICES CENTRES EFFECT ON COMMUNITY DEVELOPMENT

The tools for a community to meet its needs are its institutions. The churches, schools, hospitals, rinks and stores are all community institutions. A widely accepted definition of Community Economic Development is "any activity to create change or strengthen the institutions of a Community." Service Centres were located in the regional communities to influence development; in practice, these Centres have been successful. The Services Centres support regional development in the following ways.

"By increasing the participation of regional residents in government programs and services."

The benefits through increased participation are so wide spread, it is difficult to assess the overall impact. High usage demand from the Centres (75,00 visits and 240,000 phone inquiries in 1985) and community organizations voicing support for most of the services provided would indicate that participation in programs is meeting a need and thereby assisting the community development. Examples include the Department of Agriculture's help to the farming community, Social Services' rehabilitating people, an occupational or speech therapist working in the area--these services immeasurably help development in a community and the Regional Services Centres definitely increase residents' participation.

"By enhancing government response to local needs."

The response is enhanced through close interaction of client and service provider. A local Housing Manager knows his tenant clients on a first-name basis and can anticipate what is occurring when rent is late coming in or if a property improvement is necessary. He knows the settlement patterns, local municipal legislation and housing expectations. This close relationship turns the manager into a regional advocate who can tailor government's response to the region's needs. For this reason,

it is important that Regional Managers have an opportunity in their departments to influence planning. Government response is enhanced through the Community Advisory Boards. These boards become aware of services and pass this information on to their communities. Also, the boards play an advisory role to government, often commenting on improvements.

Some other aspects of the Centres which improve government delivery are the one-stop approach for services and the coordination that exists, often enabling a client to receive support through two or more departments on one need.

"Developmental resource staff located in each region assist community development."

In 1985, developmental staff at the Services Centres attended 700 meetings in response to community organization requests. The main purpose was to support the organizational needs of groups as well as to assist in planning and follow up on projects. Groups which these development workers meet with primarily include: Community Advisory Boards, Area Industrial Commissions, Municipal Committees, Rural Boards of Trade, Development Corporations, Fishery Committees, Tourism Organizations, Co-operatives, Craft Groups and Parish Councils. The presence of some staff support on projects encourages these groups to take on activity beyond the normal volunteer effort. Through these groups, with staff assistance, some of the rural communities' most significant developments were initiated, including medical centres, main street improvement projects, industrial infrastructure, housing development projects, commercial development projects. Through this type of support, the regions are able to coordinate government programs at the local level and directly influence their own improvement.

"By providing services in a community which they would otherwise have to leave the shopping area to acquire."

One of the first goals a rural economic development group fosters is to increase the use of local services by residents. The locating of Regional Services Centres helped retain shoppers in the area. The magnet effect of large shopping centres with large anchor stores is difficult to compete with. Communities discovered, however, that by increasing the number of local services provided, the reasons for leaving the shopping area deminished and more reliance on the rural commercial centres occurred.

"Jobs and incomes are among the benefits offered at Regional Services Centres."

Incomes are a very significant factor supporting rural commercial services. As identified in the "Staffing for Services" section, approximately $25,000,000 was paid in wages in 1985 to Regional Government workers excluding the Central Queens Area. While this figure is for all the government services in each region, the Services Centres are a significant element. The wages are more stable than some of the areas' income from seasonal industries and help to stabilize a year-round economy.

The overall permanent jobs in each region are, for the most part, held by residents of the region; of 1,653 total permanent regional service positions, 1,500 were held by residents. Of the 153 non-residents, many were required to share services in two regions and, of course, could only live in one area.

While the majority of workers in the Services Centres are life-long residents of the area, quite a few new residents moved in to fill some of the jobs. This is due firstly to the need for skills not available in the area sufficient to successfully compete for and win competitions and, also, due to decentralization of central positions which had incumbents presently working in them. Many of the position transfers saw staff moving to the area of service delivery, yet this was not always the case. Despite a generous relocation policy, some staff preferred to commute, even as far as from Charlottetown to O'Leary This situation involves very few staff and is not a contentious issue by any of the area residents except in East Prince. During the course of this study, a legal opinion was obtained concerning the ability of the employer to require workers to reside within the service region of their position. This authority is not clear in law and should be avoided except where there is an occupational necessity for the worker to be close to his job. The goal of having wages earned in an area being spent in an area probably is not a legitimate reason to require a worker to live in an area. When it is desirable for the worker to reside in an area, this should be indicated at the time of employment commencement.

"Community Development is assisted through the infusion of professional staff residing in the area and volunteering their time as members of community organizations."

This has greatly strengthened the leadership ability of many groups and enabled them to take on projects in housing, recreation, health, commerce and education. This positive spin-off is often compared to olden

times when the teacher hired for the one room school was preferred if she had music skills which supported the community's social side as well as its educational needs. This does not occur when workers reside out of the service region.

The combination of these community development features has greatly influenced the positive development of Rural Communities.

RECOMMENDATIONS (SUMMARY)

1. Government should re-affirm the role of the Regional Services Centres as the focus for co-ordinated regional government services.

2. Community development should be actively promoted from the Regional Services Centres through an interdisciplinary and co-ordinated approach.

3. Create an ongoing implementation process to follow up on approved recommendation of this evaluation.

1. GOVERNMENT SHOULD REAFFIRM THE ROLE OF REGIONAL SERVICES CENTRES AS THE FOCUS FOR REGIONAL GOVERNMENT SERVICES

A. Improving the level of services, through refining and coordinating existing delivery systems and, also, through considering suggestions made by various sources during the course of this evaluation and implementing the ones deemed appropriate.

- See list of suggestions affixed as an addendum to these recommendations;

- Community Affairs enter into a joint delivery system with the Community Economic Development Division for its regional staff to regain a high level of field integration previously achieved which greatly benefited community services;

- Evangeline region satellite office be declared a Services Centre and not be considered a sub-office of East Prince Regional Services Centre; this Centre's bilingual secretarial position be made permanent as opposed to contract. (This change does not imply increased staffing, just a more autonomous management apart from East Prince.)

- Regional Department activities integrate field divisions for a stronger regional approach (i.e., Family Care Division and Child & Family Services Divisions could have field integration);

- Civil Service Commission develop training modules and offer instruction on decentralization and regionalization of management units for middle to senior management.

B. Increasing the information and referral role of Regional Services Centres.

The Community Economic Development Division, which is responsible for Regional Services Centres, does not now have the central staff resources to meet this opportunity, but it may be accomplished by transferring Island Information Service to the Division.

The existing mandate of Island Information includes:

- Island Enquiries
- P.E.I. Government Information and Book Store
- Press / News / Newswire Service
- Central Telex / Telecopier Service
- Produces P.E.I. Government Directory

The essential step would be an expansion and enhancement of the role and mandate of Island Information Services. (Island Information Service would, of course, continue to provide a central information service to other government agencies.)

The expanded mandate would primarily include coordinating the information and referral support to the Regional Centres as well as having responsibility to ensure an awareness exists of government efforts in the regions.

Through such an integration, Central Queens could be regarded as a Regional Service Area and the Island Information Services Office be the Regional Centre offering some of the coordination and information provided in the regions.

C. Adopting revised "Terms of Reference and Operating Principles" for Regional Services Centres which will clarify:

- Broad community support goals versus narrow range goals for Regional Services Centres;

- A common regional approach for government service delivery;

- Operating principles to improve the benefits of sharing resources in a region (equipment, supplies, clerical staff);

- Principles for increasing regional decision making for day-to-day operations;

- Role for Community Advisory Boards.

D. Expanding the coordination role of Regional Services Centres to include all government facilities in an area:

- Regional Centre Administrators establish liaison procedures with all government service providers in the region and promote a common delivery;

- Establish procedures for sharing resources in the region, i.e. meeting rooms, telephone toll free lines, secretaries, equipment, couriers, etc.

- East Prince provide a frame work for coordination between the many government service sites with an aim to enhancing the presence of government in the area;

- provide a year-end Regional Service report on all regional government activity.

E. Providing suitable facilities in the regions for Regional Services Goals to be achieved:

- In East Prince, a realistic approach to improving services could be to continue efforts at co-location, especially for common interest functions (Social Programs or Resource Programs or Regulation and Licensing Functions);

- Expansion plans for East Kings Centre be addressed, including consideration of the option of using Souris Hospital when vacated as a possible site for Health & Social Services co-location and thereby providing increased occupancy for services in the Centre; also, government should be supportive of provisional plans for meeting occupancy needs;

- Evangeline Regional Centre's current occupancy (re-location requirement) should be satisfied on a short-term basis, so the option of a permanent site can be considered within a community-planned initiative for a Wellington Rural Business Centre;

- Recognition of a full occupancy situation in West Prince Services Centre should be made and government be supportive of provisional plans to meet space needs.

2. COMMUNITY DEVELOPMENT BE ACTIVELY ASSISTED FROM THE REGIONAL SERVICES CENTRE THROUGH AN INTERDISCIPLINARY AND COORDINATED APPROACH

A. A Regional Development Team Approach be coordinated by each Centre Director which would focus on a broader view of Community Development than held by any one department.

To encourage coordination in the region, a Central Interdepartmental Regional Development Committee should be created. This committee could also provide a focus for follow up to some of the Regional Services Centre recommendations.

While interdepartmental coordination and cooperation will facilitate development through the many existing program avenues of departments, there will be some recommendation requiring interdepartmental action. For this reason, the Central Coordinating Committee and Regional Development teams should operate within the Cabinet Committee on Economic Development's authority. (This refers to the concept and process for coordination and does not imply having direct staff involvement.)

Resource development departments including Fisheries, Tourism and Industry should be encouraged to consider the decentralization of some existing positions and to provide staff resources to support Regional Development Teams.

3. CREATE AN ONGOING IMPLEMENTATION PROCESS TO FOLLOW UP ON APPROVED RECOMMENDATION OF THIS EVALUATION.

ADDENDUM TO RECOMMENDATIONS

LEVEL OF SERVICE SUGGESTIONS FOR REVIEW

During the evaluation, suggestions were put forward as possible opportunities for improvement. Community Advisory Boards, regional delivery personnel and department managers made different suggestions. Government may improve the level of service through considering suggestions made by various sources and implementing those deemed appropriate. A listing of these suggestions should be accepted as items for review as opposed to specific recommendations. The suggested listing includes:

- An additional Agricultural Worker in West Prince (at least seasonally);
- An increase from a part-time Teacher for the blind (Department of Education) in West Prince to full-time;
- A bilingual Public Health Nurse in Evangeline Region;
- A bilingual Speech Therapist in Evangeline Region;
- A Highway Safety Driver Improvement Officer in East Prince;
- A support Secretary in the East Prince Services Centre;
- A Sales Tax Inspector at Borden;
- Public Works Maintenance Worker in West Prince;
- Land Valuation and Assessment Region Office in Kings County, including Finance Branch for Property Tax collection and a County Registry of Deeds office;
- Clerk for the Land Valuation and Assessment Division in Summerside;
- A West Prince and Kings County Transportation and Public Works contact person;
- A Fisheries Development Officer in Souris and West Prince;
- A Tourism Development Officer in Kings and in Prince Counties;
- A Business Development Officer in Kings and in Prince Counties;

- A bilingual Cultural Development Coordinator for Prince County;

- P.E.I. Development Agency provide scheduled visits to each Services Centre;

- Continuing with the implementation of Family Care Services;

- Continuing with the implementation of the Department of Justice community supports, including Community Volunteer Resource Officers;

- Health and Liquor Inspector in West Prince and Kings County, at least on a seasonable basis;

- Provide computer terminals as follows:

  - in Alberton and Souris Highway Safety Registry Office,

  - as in progress in Summerside Land Assessment and Evaluation office,

  - in Kings County, as part of a Land Valuation and Registry office,

  - establish a policy of computer universality so terminals may be connected in regions as readily as in the central complex;

- Eastern Kings maintain its regional status and services avoid a sub-office approach when setting up Kings County delivery mechanisms; some equity be provided in locating positions when the county approach is used and always have an officer in charge with as much authority in one Centre as the other.

Appendix A

Regional Government Telephone Listings

APPENDIX A

EAST PRINCE REGION -- Government Phone Listings

Exchanges:
887 Bedeque
855 Borden
658 Crapaud
836 Kensington
854 Wellington
436 Summerside

East Prince Regional Services Centre	436-9191 436-9248
Prince County Addiction Services	436-4201
Agricultural Chemicals Inspection	836-4212
Revenue Division	436-7291
Brookvale Provincial Ski Park	658-2925
Diabetes Education Centre	436-4994
Evangeline Regional Services Centre	854-3131
Abram's Village Library	854-2407
Kensington Public Library	836-3721
Kinkora Public Library	887-2868
Summerside Public Library	436-2743
Forestry Branch Western District	854-2015
Kensington Grain Elevator	836-3605
Summerside Health Centre	436-9124
Social Services Regional Office	436-7294
Summerset Manor	436-9261
Kensington Community Health Nurse	836-3863
Highway Safety Division, Registration & Licensing	436-2235
Housing Corporation	436-9233
Prince County Courthouse	436-4217
Prince County Sheriff	436-2623
Deeds Registry	436-5351
Landfill Site, Summerside	436-5827
Lending Authority	436-4293
Liquor Control Commission, Licensing & Inspection	436-8034
Provincial Parks: Cabot Park	836-5635, 836-5149
Chelton Beach	855-2069
Linkletter Park	436-7438

EASTERN KINGS REGION -- Government Phone Listings

Exchanges:	Morell & St. Peters	961
	Souris	687
	South Lake	357

Eastern Kings Regional Services Centre	687-3022 838-4098 961-2554
Kings County Addiction Services	687-2150
St. Peters Public Library	961-2268
Forestry Branch, St. Peters	961-2172
Colville Manor	687-2380
Public Health Nursing	687-2492
Souris Courthouse	687-3041
Landfill Site, Cardigan	583-2899
Provincial Parks: Campbell Cove Park	357-2067
Crowbush Cove	961-2073
Red Point Park	357-2463
Souris Beach	687-3238
Tourist Information Centre	687-3238

WEST PRINCE REGION -- Government Phone Listings

Exchanges:
853 Alberton
859 O'Leary
882 Tignish
831 Tyne Valley

West Prince Regional Services Centre	859-2400 831-2110 853-2918
Alberton Public Library	853-3049
O'Leary Public Library	859-2381
Mill River Golf Course	859-2238
Elmsdale Grain Elevator	853-3155
Maplewood Manor	853-2383
O'Leary Health Centre (Hospital)	859-3763
Tignish Public Health Nursing	882-3638
Highway Safety Division, Registration & Licensing	853-2525
Alberton Courthouse	853-3461
Provincial Parks: Cedar Dunes	859-2711
Green Park	831-2370
Jacques Cartier Park	853-3232
Mill River	859-3077
Tourist Information	853-2555
Provincial Park Administration	859-2448

East Prince Region
Government Phone Listing, Continued

Victoria Park	658-2762
Premier's Summerside Office	436-2117
Survey & Mapping Division	436-2107
Tourist Information, Summerside	436-2511
Tourist Information, Borden	855-2090
Snowplow Dispatchers	436-2718
Government Garage	436-2401
Prince County Jail	436-2088
Material Division	436-3995
Public Works Maintenance	436-5801

SOUTHERN KINGS & QUEENS REGION -- Government Phone Listings

Exchanges:		
	Cardigan	583
	Eldon	659
	Georgetown	652
	Montague	838
	Murray River	962
	Vernon River	651

Southern Kings & Queens Regional Services Centre	838-2992 651-2274 651-2062
Georgetown Public Library	652-2832
Montague Public Library	838-2863
Murray River Public Library	962-2667
Goergetown Shipyard Inc.	652-2275
Golf Courses Burdenell	652-2342
Montague Grain Elevator	838-3358
Kings County Memorial Hospital	838-2241
Mental Health Clinics	838-4094
Riverview Manor	838-2790
Georgetown Courthouse	652-2308
Kings County Jail	652-2915
Kings County Sheriff	838-4036
Brudenell River Resort Motel	652-2332
Fantasyland Gladstone	962-2401
Lord Selkirk	659-2427
Northumberland Park	962-2163
Panmure Island	838-4719
Pinette	659-2445
Sir Andrew MacPhail	651-2856

Small Claims Court, Georgetown	652-2308
Tourist Information Centre, Pooles Corner	838-2972
Tourist Information Centre, Wood Islands	962-2015
Kings County Snowplow Operators	583-2879
Provincial Parks Administration, Roseneath	652-2356

Appendix B

Regional Government Service Profiles

APPENDIX B

GOVERNMENT SERVICES PROVIDED REGIONALLY

Prepared for: Regional Services Centres
Assessment Committee
December, 1985

PREFACE

The following listing has been completed to indicate the level of government services available from within each of the Regional Services Areas. The listing includes only services to the public as opposed to indirect services or internal services; for example, a building maintenance service for public buildings will not be included, nor would road salting. Also, some services are available to residents in a region, however, are provided from the Department headquarters and, as such, do not fit our description of being available from within the region. The Provincial Department of Fisheries fits this description, as they must be contacted in Charlottetown for service even though they may follow up with a regional visit. Due to this classification, the listed services can be interpreted as regional services.

While this listing is comprehensive and quite extensive, it does not include every service which can be offered--such a listing would be never ending -- however, the included services substantively represent the offering available within each Region.

In some cases, services have not matched well with the regional boundaries, and a service office for a county may fall within one region while it is actually servicing the whole county. The Forestry depots and Addiction Services are examples of county services. Notes have been included to indicate this county service versus regional centre area service.

The listed services can be assumed to be located within the Regional Services Centres unless otherwise indicated.

REGIONAL SERVICE AREA PROFILE

Department	Page
Addiction Services	1
Agriculture	2
Community & Cultural Affairs	4
Education	7
Finance & Tourism	9
Forestry & Energy	10
Health & Social Services	11
Industry	15
Justice	17
Land Development Corporation	18
P.E.I. Housing Corporation	19
P.E.I. Lending Authority	20
P.E.I. Liquor Control Commission	21
Transportation & Public Works	22

DEPARTMENT/AGENCY

ADDICTION SERVICES

	EASTERN KINGS 21 Breakwater St. Souris	SOUTHERN KINGS & QUEENS Georgetown	EAST PRINCE 216 Schurman Ave. S'Side	CENTRAL QUEENS REGION	WEST PRINCE	
ADDICTION SERVICES	X		X	X		Services are provided on a County basis and the "X" indicates the home office for the County.
Detoxication Program	X		X	X		
Patient & Family Counselling	X	X	X	X		
Rehabilitation Unit			X	X		
Education & Public Relations	X		X	X		
Follow-up Sessions	X	X		X		
After Care Program	X	X		X		
Addiction Counsellor (Home visits & Out-Patient Counselling)		X		X	*	* Holds office hours at W.P.R.S.C. 2 half days per week. Balance of time is spent carrying out-home visits and at the Alberton Hospital
Long-term Care Facility		X				

DEPARTMENT/AGENCY

DEPARTMENT OF AGRICULTURE

EXTENSION SERVICES BRANCH	EASTERN KINGS R.S.C.	SOUTHERN KINGS & QUEENS R.S.C.	EAST PRINCE R.S.C.	CENTRAL QUEENS REGION	WEST PRINCE R.S.C.	
INFORMATION & ASSISTANCE						
Cost of Production Information	x	x	x	x	x	
Credit Counselling & Planning Estate	x	x	x	x	x	
Advice on Income Tax, Recordkeeping and Payroll	x	x	x	x	x	
Farm Record Analysis	x	x	x	x	x	
Budgeting, Cash Flows, Analysis of Opportunities	x	x	x	x	x	
SEMINARS AND COURSES						
Production Management on Livestock and Crops	x	x	x	x	x	
Newsletters, Radio,T.V.,Etc.	x	x	x	x	x	
Farm Tours	x	x	x	x	x	
Conferences	x	x	x	x	x	
Information Days, Demonstrations, Etc.	x	x	x	x	x	
Financial Management Courses	x	x	x	x	x	
POLICIES AND PROGRAMS						
Limestone Assistance Policy	x	x	x	x	x	
Dairy Herd Analysis Service	x	x	x	x	x	
Quality Seed Policy	x	x	x	x	x	
Bull Bonus Policy	x	x	x	x	x	
[illegible] Fe[illegible] St[illegible] (Beef and Dairy)	x	x	x	x	x	

DEPARTMENT/AGENCY

DEPARTMENT OF AGRICULTURE

	EASTERN KINGS R.S.C.	SOUTHERN KINGS & QUEENS R.S.C.	EAST PRINCE R.S.C.	CENTRAL QUEENS REGION	WEST PRINCE R.S.C.	
Farm Organizational Assistance	x	x	x	x	x	
P.E.I. Swine Incentive Policy	x	x	x	x	x	
Swine-Boar-Gilt Bonus Policy	x	x	x	x	x	
Cow/Calf Incentive Program	x	x	x	x	x	
New Farmer Interest Subsidy Program	x	x	x	x	x	
Other Financial Assistance Policies	x	x	x	x	x	
SERVICES						Labs/Ch'town
Soil Testing	x	x	x	x	x	Services-Province-wide.
Feed Testing	x	x	x	x	x	"
Farm Building Plans	x	x	x	x	x	
Dairy Quality Testing & Control	x	x	x	x	x	
R.O.P.-Beef, Sheep, Swine	x	x	x	x	x	
Land Management Planning	x	x	x	x	x	
Weed & Insect Identification Control	x	x	x	x	x	

DEPARTMENT/AGENCY

DEPARTMENT OF AGRICULTURE

	EASTERN KINGS R.S.C.	SOUTHERN KINGS & QUEENS R.S.C.	EAST PRINCE R.S.C.	CENTRAL QUEENS REGION	WEST PRINCE R.S.C.	
STAFF						
District Agricultural Rep.	x	x	x	x	x	
Farm Management Technician		x	x	x	x	
District Home Economist	x	x	x	x	x	
D.H.A.S. Supervisor		x	x	x	x	•
Agricultural Engineer			x	x		
Swine Specialist			x	x		
Tobacco Specialist		x				
*Agricultural Chemical Inspector			*			*Office located In the Federal Building in Kensington.
(Licenses and Permits for Aerial Spraying and special chemicals.)						

DEPARTMENT/AGENCY

DEPARTMENT OF COMMUNITY AND CULTURAL AFFAIRS

	EASTERN KINGS RSC.	SOUTHERN KINGS & QUEENS RSC.	EAST PRINCE RSC.	CENTRAL QUEENS REGION	WEST PRINCE RSC.	
YOUTH, RECREATION AND CULTURE UNIT	*1	*2				*1 & 2 - Ted Lawlor, Youth, Recreation
Allied Youth Program	X	X	X	X	X	and Cultural Coordinator, holds
Peer Education Programs (Alcohol & Marajuana)	X	X	X	X	X	office hours three days per week
Peer Counselling	X	X	X	X	X	in Southern Kings & Queens and two
Coaching Certificate Program	X	X	X	X	X	days per week in Eastern Kings.
Resource to Community Amateur Sport Groups	X	X	X	X	X	
Skills Management Programs for Volunteer	X	X	X	X	X	
Resource to other Youth Groups (Red Cross,etc)	X	X	X	X	X	
Assist in Organizing Recreation Commissions	X	X	X	X	X	
Provide Programs & Professional Leadership	X	X	X	X	X	
Recreation Grants to Communities	X	X	X	X	X	
Junior Olympics Program	X	X	X	X	X	
Cultural Development Assistance	X	X	X	X	X	
Corporate Challenge Program	X	X	X	X	X	
League Schedules	X	X	X	X	X	
Canada Games	X	X	X	X	X	
Assist Communities in Organizing Special Days	X	X	X *3	X	X	*3 - Facilities & Special Projects
Provide Training Seminars for Recreation Facility Managers			X *3			Coordinator serves the Province from East Prince Regional Services Centre.

DEPARTMENT/AGENCY

DEPARTMENT OF COMMUNITY AND CULTURAL AFFAIRS

	EASTERN KINGS RSC.	SOUTHERN KINGS & QUEENS RSC.	EAST PRINCE RSC.	CENTRAL QUEENS REGION	WEST PRINCE RSC.	
PLANNING SERVICES UNIT						
Regional Planning Board Support			X	X		
EMERGENCY MEASURES ORGANIZATION						
Response to war & peace time emergencies			*5			
BUILDING & DEVELOPMENT SERVICES UNIT						*5 - Emergency Measures Organization
Building Permits	X	X	X	X	X	serves the Province from the E.P.R.S.C.
Dilapitated Building Program	X	X	X	X	X	
Mobile Home Permits	X	X	X	X	X	
Sewage Disposal System Inspections	X	X	X	X	X	
Subdivision & Site Distance Checks	X	X	X	X	X	*7 - East Kings Plumbing Inspections
Property Maps & Information	X	X	X	X	X	carried out by Inspector located at
Highway Moving Permits	X	X	X	X	X	Southern Kings & Queens. West Prince
Fire Inspection Information				X		Inspections carried out by Inspector
Plumbing Inspections	X*7	X	X	X	X*7	located at E.P.R.S.C.
Electrical Inspections	X*8	X	X	X	X	*8 - Electrical and Lightning Rod
Lightning Rod Inspections	X*8	X	X	X	X	Inspections carried out by Inspector
Derelict Car Body Removal	X	X	X	X	X	located at Southern Kings & Queens.

DEPARTMENT/AGENCY

DEPARTMENT OF COMMUNITY AND CULTURAL AFFAIRS

	EASTERN KINGS RSC.	SOUTHERN KINGS & QUEENS RSC.	EAST PRINCE RSC.	CENTRAL QUEENS REGION	WEST PRINCE RSC.	
ENVIRONMENTAL & TECHNICAL SERVICES UNIT						
Water Testing Services	X	X		X	X	
FISH & WILDLIFE DIVISION						
Fur Export Permits	X	X	X	X	X	
Hunter Safety Certificates	X	X	X	X	X	
Trapping Permits	X	X		X	X	
Wildlife Conservation				X	X	
Nuisance Animal Permits				X	X	
Salmon Licenses				X	X	
Raccoon at Night Permits					X	
Part Time -- Water Resources					X	
Part Time -- Office of the Rentalsman			X	X		

DEPARTMENT/AGENCY

DEPARTMENT OF EDUCATION

	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE RSC	CENTRAL QUEENS REGION	WEST PRINCE	
EDUCATION SERVICES DIVISION --PART TIME						
Itinerant teacher for the visually			X			
handicapped.						
LIBRARIES						
Abram's Village Public Library			X			
Alberton Public Library					X	
Breadalbane Public Library				X		
Cornwall Public Library				X		
Crapaud Public Library				X		
Georgetown Public Library		X				
Hunter River Public Library				X		
Kensington Public Library			X			
Montague Public Library		X				
Morell Public Library	X					
Mt. Stewart Public Library				X		
Murray Harbour Public Library		X				

DEPARTMENT/AGENCY

DEPARTMENT OF EDUCATION

	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE RSC	CENTRAL QUEENS REGION	WEST PRINCE	
LIBRARIES, Continued						
Murray River Public Library		X				
O'Leary Public Library					X	
Souris Public Library	X					
Summerside Public Library			X			
Tignish Public Library					X	
Tyne Valley Public Library					X	
Wellington Public Library			X			
Confederation Centre Public Library				X		
Borden Public Library			X			

DEPARTMENT/AGENCY

DEPARTMENT OF FINANCE AND TOURISM

FINANCE BRANCH	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE 5 Central St. Summerside	CENTRAL QUEENS REGION	WEST PRINCE	
LAND VALUATION & ASSESSMENT DIVISION						
Assessment of Real Property	*	*	X	X	*	* Assessment representatives have
Real Property Appraisals for Gov't Departments						part-time office hours when tax
and Agencies			X	X		bills are mailed in May and
						November.
REVENUE DIVISION						
Auditing of Business Accounts for Revenue			X	X		
Tax, Entertainment Tax.			X	X		
GASOLINE & DIESEL OIL						
Collection of Delinquent Accounts			X	X		
Advice to Business & General Public on Tax			X	X		
Regulations & Issues.			X	X		

DEPARTMENT/AGENCY

DEPARTMENT OF FORESTRY & ENERGY

FORESTRY BRANCH	EASTERN KINGS 1 St. Peter's Bay	SOUTHERN KINGS & QUEENS	EAST PRINCE 2 Wellington	CENTRAL QUEENS REGION	WEST PRINCE	
Preparation of Wood Lot Management Plan	X		X	X		1 - Serves King's County
Reforestation	X		X	X		2 - Serves Prince County
Forest Fire Control	X		X	X		
Supply of Tree Seedlings	X		X	X		Forestor visits each Wednesday, 10:00 a.m. - 12:00 noon, in West Prince Centre and in Southern Kings & Queens Centre

DEPARTMENT/AGENCY

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

FIELD SERVICES BRANCH	EASTERN [1] KINGS RSC	SOUTHERN KINGS & QUEENS RSC	EAST PRINCE 237 Water St Summerside	CENTRAL QUEENS REGION	WEST PRINCE RSC	
CHILD CARE PROGRAMS						1 - Regional Director and some staff
Child Protection	X	X	X	X	X	centered in Montague.
Foster Homes	X	X	X	X	X	
Children in Care	X	X	X	X	X	
Adoptions	X	X	X	X	X	
Day Care	X	X	X	X	X	
FINANCIAL ASSISTANCE PROGRAMS						
Financial Assistance	X	X	X	X	X	
Special Needs	X	X	X	X	X	
Optical, Dental Care Expenses	X	X	X	X	X	
REHABILITATION PROGRAMS						
Counselling Regarding Physical Aids, Medical						
Aids and Equipment.	X	X	X	X	X	
Rehabilitation and training	X	X	X	X	X	
Services for Care of the Retarded	X	X	X	X	X	

DEPARTMENT/AGENCY

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE	CENTRAL QUEENS REGION	WEST PRINCE	
SPEECH/HEARING PROGRAMS						
Diagnosis and Treatment of Speech, Language and Hearing Defects	X	X	X	X	X	
Consultant Services to Medical, Educational Dental and Other Professional Groups, Cleft Palate and Hearing Clinics	X	X	X	X	X	
SPECIAL PROGRAMS						
Nutrition Counselling, Psychological Counselling, and Marital Counselling.	X	X	X	X	X	
Educational and Training Services	X	X	X	X	X	
Counselling and Direct Services to Mentally Retarded.	X	X	X	X	X	
Subsidized Day Care Placements	X	X	X	X	X	

DEPARTMENT/AGENCY

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

	EASTERN KINGS Health Centre	SOUTHERN KINGS & QUEENS K.C. Memorial Hospital	EAST PRINCE Health Centre	CENTRAL QUEENS REGION	WEST PRINCE O'Leary Hospital Tignish Health Centre	
NURSING SERVICES DIVISION			1			1 - Health Centre located in Summerside
Maternal Health Program	X	X	X	X	X	serves all Prince County. Sub offices
Preschool Health Program	X	X	X	X	X	located in O'Leary, Tignish and
School Health Program	X	X	X	X	X	Kensington.
Communicable Disease Program	X	X	X	X	X	
Home Nursing Care	X	X	X	X	X	
Diabetes Education	*	*	X	X	*	* offered from Charlottetown
Family Life Program	*	*	X	X	*	
Specialist Clinics						
COMMUNITY MENTAL HEALTH DIVISION						
Provision of Psychiatric Assessment	X			X	X	
Consultation and Treatment Services.		X	X	X	X	
COMMUNITY HYGIENE DIVISION	*	*			*	
Inspections			X	X		
Occupational Health Analyzer			X	X		
Insect, Rodent, Garbage and Odour Complaints			X	X		
Microwave Analysis			X	X		
Food Poisoning Investigations			X	X		

DEPARTMENT/AGENCY
DEPARTMENT OF HEALTH AND SOCIAL SERVICES

	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE	CENTRAL QUEENS REGION	WEST PRINCE	
Teaching of Food Services Sanitation Courses			X	X		
Swimming Pool Analysis			X	X		
DENTAL PUBLIC HEALTH DIVISION						
Dental Health Education	*	*	X	X	*	* Coordinated from Charlottetown
Preventative Dental Services and Dental			X	X		and offered through a number of
Treatment to Children in Specified Age Groups	*	*	X	X	*	mobile clinics which spend time
						in various communities.
SERVICES TO AGING	X					Please note service locations
Manors	X	X	X	X	X	map.
24-hour Nursing Care	X	X	X	X	X	
Respite Holiday Care	X	X	X	X	X	
Senior Citizens Day Care	X	X	X	X	X	

DEPARTMENT/AGENCY

DEPARTMENT OF INDUSTRY

COMMUNITY ECONOMIC DEVELOPMENT DIVISION	EASTERN KINGS RSC.	SOUTHERN KINGS & QUEENS RSC.	EAST * PRINCE RSC.	CENTRAL QUEENS REGION	WEST PRINCE RSC.	
VENTURE PLANNING SERVICE						* Wellington Office is staffed
General Business Start Up Information	X	X	X	X	X	and offers each of these services.
Business Plans Information & Assistance	X	X	X	X	X	
Professional Services Fund	X	X	X	X	X	
Businesss Name Registration	X	X	X	**	X	** Department of Justice
Resource Library	X	X	X		X	provides this service in
Opportunity Identification, Research & Planning	X	X	X		X	Charlottetown.
COMMUNITY ECONOMIC DEVELOPMENT						
Rural Busines Centre Program	X	X	X	X	X	
Area Industrial Commissions	X	X	X	X	X	
Economic Research & Planning Assistance	X	X	X	X	X	
Project Development	X	X	X	X	X	
GENERAL INFORMATION & ASSISTANCE						
Industrial Development	X	X	X	X	X	
Human Resource Development	X	X	X	X	X	
Hand Craft Development	X	X	X	X	X	
Programs, Services Other Provincial & Federal Agencies	X	X	X	X	X	

DEPARTMENT/AGENCY

DEPARTMENT OF INDUSTRY

	EASTERN KINGS RSC.	SOUTHERN KINGS & QUEENS RSC	EAST PRINCE RSC	CENTRAL QUEENS REGION	WEST PRINCE RSC.	
HUMAN RESOURCES DIVISION		* 1			* 2	*2 Pope Connick, E.P.R.S.C., holds
Apprenticeship Program			X	X		office hours bi-monthly in West
Industrial Training			X	X		Prince to deliver programs and
Develop Training Plans			X	X		services offered under the Human
Career Internship Program	X	X	X	X	X	Resources Division.
Employment Standards Information			X	X		*1 Part-time Officer Bi-monthly.
REGIONAL SERVICE CENTRE PROGRAMS						
Information & Referral Service *	X	X	X	X	X	* Information is an extensive
Meeting Room Facilities	X	X	X	X	X	service and countless forms are
Audio Visual Equipment	X	X	X	X	X	maintained to access programs
Furnace test equipment loan	X	X	X		X	or to conform to requisition
Marriage Licences issued					X	examples: T 4 Applications
						Diesel Excise Tax Rebate
INDUSTRIAL DEVELOPMENT -- PART TIME						Hospital Services Commission
Small Business Incentive Program Delivery		X	X	X	X	application for card.

DEPARTMENT/AGENCY

DEPARTMENT OF JUSTICE

DEPARTMENT OF Justice	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE	CENTRAL QUEENS REGION	WEST PRINCE	
Courthouse	Court-town Hall-Souris	Georgetown	108 Central St. S'Side	X	Alberton X	
Sheriff's Office		Montague	"	X	*	* Prince County is totally served by
Crown Attorney's Office			"	X		Layton Schurman, Prince County Sheriff
Probation & Family Court Services	X	X	"	X	X	
Jail Custody	Holding Cell Souris	Georgetown	"	X	Alberton X	
Deeds Registration			120 Water St. S'Side	X		
Applications for Permits to Conduct Lottery						
Schemes			X	X		
Business Name Registration	*	*	*	X	*	* Business name registration
						service is offered through
						the Dept. of Industry staff
						in each region.

DEPARTMENT/AGENCY

LAND DEVELOPMENT CORPORATION

	EASTERN KINGS RSC	SOUTHERN KINGS & QUEENS RSC	EAST PRINCE RSC	CENTRAL QUEENS REGION	WEST PRINCE RSC	
LAND DEVELOPMENT CORPORATION--						
Provide financing for farmland and woodland purchases and land and property improvements					X	
Part Time (Same as above)	X	X	X	X		

DEPARTMENT/AGENCY

PEI HOUSING CORPORATION

	EASTERN KINGS RSC	SOUTHERN KINGS & QUEENS RSC.	EAST PRINCE RSC.	CENTRAL QUEENS REGION	WEST PRINCE RSC.	
RENTAL HOUSING ACCOMMODATION						
Senior Citizens	X	X	X	X	X	
Family Housing	X	X	X	X	X	
Rural Community Housing	X	X	X	X	X	
Social Housing	X	X	X	X	X	
Rural & Native Housing	X	X	X	X	X	
REHABILITATION PROGRAMS						
Rural Rehabilitation Assistance Program (RRRAP)	X	X	X	X	X	
Residential Rehabilitation Assistance Program (RRAP)	X	X	X	X	X	
Provincial Contributions to Seniors (PCS)	X	X	X	X	X	
Emergency Home Repairs for Senior (EMS)	X	X	X	X	X	
MAINTENANCE						
Senior Citizens Housing	X	X	X	X	X	
Social Housing	X	X	X	X	X	
Rural & Native Housing	X	X	X	X	X	
Rural Community Housing	X	X	X	X	X	
OTHER						
Helping Hands to Seniors	X	X	X	X	X	
Parkview Senior Citizens Club			X			

DEPARTMENT/AGENCY

P.E.I. LENDING AUTHORITY

	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE 268 Water St Summerside	CENTRAL QUEENS REGION	WEST PRINCE	
P.E.I. LENDING AUTHORITY						
Extension of Capital Loans and Operating Credit			X	X		

DEPARTMENT/AGENCY

P.E.I. LIQUOR CONTROL COMMISSION

	EASTERN KINGS	SOUTHERN KINGS & QUEENS	EAST PRINCE	CENTRAL QUEENS REGION	WEST PRINCE	
LIQUOR STORES						
O'Leary Liquor Store					X	
Alberton Liquor Store					X	
Tignish Liquor Store					X	
Waterfront Mall Liquor Store (Summerside)			X			
Sherbrooke Liquor Store			X			
Kensington Liquor Store			X			
Borden Liquor Store			X			*Every Thursday 268 Water Street
* Liquor Control Inspection			*			
Cardigan Liquor Store		X				
Souris Liquor Store	X					
Rustico Liquor Store				X		
Queen Street Liquor Store (Ch'town)				X		
Royalty Mall Liquor Store (Ch'town)				X		
Charlottetown Mall Liquor Store				X		

DEPARTMENT/AGENCY

DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS

HIGHWAY SAFETY DIVISION	EASTERN 1 KINGS RSC	SOUTHERN 1 KINGS & QUEENS RSC	EAST PRINCE 227 Water St. Summerside	CENTRAL QUEENS REGION	WEST 2 PRINCE Main St. Alberton	
Motor Vehicle Registration	X	X	X	X	X	1 sub office of Charlottetown
Licensing Drivers	X	X	X	X	X	
Driver Testing			X	X	X	2 sub office of Summerside
Computer Terminal		X	X	X		
Part Time -- Driver Rehabilitation Counselling			X			
Part Time -- Driver Improvement Courses	X	X	X		X	
Part Time -- Driver Testing	X	X				
HIGHWAY MAINTENANCE & CONSTRUCTION DIVISION						
Snow Plow Dispatcher *			X	X		* Operates from Government Garage
Assistance for Driveway & Parking Lot Paving						in Charlottetown & Summerside
Driveway & Lane Improvement Policy **	X	X	X	X	X	** Arranged between the Equipment
Construction of Subdivision Road Policy			X	X		Operator & Client.
Weigh Scales				X		
Driveway Culvert Policy	X	X	X	X	X	

DEPARTMENT/AGENCY

DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS

PARKS & SERVICES DIVISION	EASTERN KINGS	SOUTHERN KINGS & QUEENS BRUDENELL	EAST PRINCE	CENTRAL QUEENS REGION	WEST PRINCE MILL RIVER	
West Region -- Mill River, Headquarters					X	Please note that, while all of
Anglo Provincial Park					X	these sites are services to the
Bloomfield Provincial Park					X	Region, they do not all involve
Mill River Provincial Park					X	staffing.
Cedar Dunes Provincial Park					X	
Green Park Provincial Park					X	
Union Corner Provincial Park					X	
Belmont Provincial Park			X			
Linkletter Provincial Park			X			
Cabot Provincial Park			X			
Chelton Provincial Park			X			
Scales Pond Provincial Park			X			
Devil's Punch Bowl Provincial Park			X			
Brookvale Provincial Park				X		
Strathgartney Provincial Park				X		
Argyle Shore Provincial Park				X		
Victoria Provincial Park				X		

DEPARTMENT/AGENCY

DEPARTMENT OF TRANSPORTATION AND PUBLIC WORKS

PARKS & SERVICES DIVISION	EASTERN KINGS	SOUTHERN KINGS & QUEENS BRUDENELL	EAST PRINCE	CENTRAL QUEENS REGION	WEST PRINCE MILL RIVER	
East Region -- Brudenell, Headquarters						
Tea Hill Provincial Park				X		
Crow Bush Provincial Park				X		
St. Peters Provincial Park	X					
Campbell's Cove Provincial Park	X					
Red Point Provincial Park	X					
Souris Beach Provincial Park	X					
Brudenell River Provincial Park		x				
Parmure Island Provincial Park		X				
Buffalo Land Provincial Park		X				
Fantasyland Provincial Park		X				
Northumberland Provincial Park		X				
Wood Islands Provincial Park		X				
Pinette Provincial Park		X				
Lord Selkirk Provincial Park		X				
Part Time -- Designing Construction			X			
Part Time -- Program Development			X			

Appendix C

Applications and Public Use Submission Forms

Available to Clientele from Regional Services Centres

APPLICATIONS AND PUBLIC USE SUBMISSION FORMS
Available to Clientele From
Regional Services Centres

1) Canadian Charities and Canadian Amateur Athletic Associations Registration Form.
2) Tax Exempt Permit for Fuel Application
3) General Radio Service - Licence Application Form (Citizens Band-CB)
4) Lost Cheque Forms - O.A.S. & C.P.P.
5) Application for Financing from the P.E.I. Lending Authority:
   -- Fisheries Sector
   -- Agriculture Sector
   -- Tourism Sector
   -- Small Business Sector
6) Hospital & Health Services Commission - Registration Form
7) Referral for Services to the Elderly Application.
8) Employer Taxation # Application
9) Direct Sellers Licence Application
10) Application for a Special Permit under the P.E.I. Liquor Control Act Regulations (banquets, etc.)
11) Refund for Newly Married's Application
12) Application for Refund for Sales Tax
13) Application for Sales Tax # (casual return)
14) Application for Registration as a Vendor
15) Application for Senior Citizen's Housing
16) Forms for Registering A Business:
   -- Declaration of Partnership
   -- Dissolution of Partnership
   -- Affidavits
17) Application for Apprenticeship Examinations
18) Application to Manage and Conduct A Lottery Scheme
19) Review of Rents Application
20) Tree Seedling Applications
21) Application for Private Land Management
22) Woodlot Incentive Program Applications
23) Student Loan Applications
24) Family Housing Applications
25) Federal Excise Gasoline Tax Refund Applications
26) Federal Fuel Tax Rebate Applications
27) Application for Registered Vendor's Certificate
28) Federal Development Strategy for P.E.I.

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29) Building Services Permits Applications:
   -- Building
   -- Sewage
   -- Land Sub-division
   -- Mobile Home
   -- To Erect A Sign

30) Highway Signage Forms

31) Seasonal Employment Applications for Travel Counsellors

32) Government of P.E.I. Term Employment Applications

33) Province of P.E.I. Application for Employment

34) Employment -- Public Service Canada

35) Provincial Youth Development Employment Program Applications

36) P.E.I. Student Venture Capital Program Applications

37) Agricrew (Dept. of Agriculture) Applications

38) Employment & Immigration:
   -- Innovations
   -- Job Entry
   -- Job Development
   -- Community Futures
   -- Skill Investment
   -- Skill Shortages

39) P.E.I. Development Agency:
   -- Pre-Venture Fund
   -- Industrial Sites
   -- Industrial Malls
   -- Rental Incentives to Industry
   -- Investment Incentive Program
   -- Small Business Equity Program
   -- Small Business Development Corporations
   -- Manufacturing & Processing Term Loans
   -- Venture Capital

40) Dept. of Fisheries Applications:
   -- Diesel Engine Conversion
   -- Aquaculture Incentive Program (Mussel or Trout Growing)
   -- Fish Buyers Licence
   -- Fresh Fish Market Assistance Program
   -- On Board Fish Handling Systems
   -- Fish Holding Facility Program
   -- Investment Incentive Program for Commercial Fishermen
   -- Fishermen's Quality Enhancement Program

41) E.R.D.A. - Biomass Conversion Program

42) N.R.C. - National Research Council

43) D.R.I.E. - Industrial & Regional Development

44) Forgiveable Performance Loan Incentive Program Applications

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45) Industry Grant Program Applications:

-- Craft & Cultural Grant
-- Handcraft Development (production)
-- Handcraft Development (short term or weekend workshop)
-- Handcraft Development (proposal for assistance)

46) Income Security Program Applications:

-- O.A.S. Application
-- Family Allowance Application
-- Child Care Drop Out Forms
-- C.P.P. Applications -- Death
-- Survivors
-- Retirement
-- Orphan's Benefits

47) Workmen's Compensation Applications:

-- Workmen's Report of Accident
-- Employer's Report of Accident
-- Surgeon's First Report
-- Employer's Subsequent Statement
-- Employer's Payroll Statement
-- Payroll Statement (new coverage)
-- Transportation Account

48) Income Tax Forms:

-- Fishermen's Income Tax Guide
-- Farmer's Income Tax Guide
-- Federal & P.E.I. Individual Income Tax Return
-- Deduction Books: Income Tax
U.I.C. & C.P.P.
-- TD1's
-- T4's
-- T4F's
-- T4-T4A Summaries
-- T5's
-- T4F Summaries
-- Public Information Return (Registered Charities)
-- Forward Averaging
-- Claim for Moving Expenses
-- Interest Expense
-- Business Investment Tax Guide (individuals)
-- Top-up Deduction Election Form
-- Declaration of Employment Conditions (office & employment expenses)
-- Calculation of Federal Foreign Tax Credit
-- Calculation of Provincial Foreign Tax Credit
-- Calculation of Deductible Premiums Paid to Registered Retirement Savings Plans
-- Request for Loss Carry-back
-- Deregistered Spousal R.R.S.P.'s
-- Request for Tax Deductions
-- T2-FTC Schedule 1 (Corporations)
-- Corporation Income Tax Return
-- Corporation T2 Income Tax Guide

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-- Claim for Board & Lodging Expenses
-- Education Deduction Certificates
-- Registered Home Ownership Savings Plan Disbursements Certificate
-- Summary of Disposition of Capital Property
-- Computation of Canadian Manufacturing and Processing Profits

Appendix D

West Prince Regional Services Centres 1975 Evaluation Summary

West Prince Regional Services Centre 1975 Evaluation Summary

To summarize this evaluation, it is necessary to re-examine the goals of the Regional Services Centre as restated after the evaluation of the First Phase of the project.[10] Have these restated goals been achieved? A better question may be: "Can they be achieved?" Each goal will be examined in turn.

Goal #1. To provide easy access for public to government and vice versa.

The response to the first part of this goal is straight forward. It certainly is easier for the residents of West Prince to obtain government services closer to home. For many services, the Centre saves a trip into Summerside or Charlottetown, It is also recognized that even before the Centre concept, certain governmental services were available at the field level. The number of clients visiting the Centre from April 1, 1974 to March 31, 1975 was approximately 10,000 (Appendix F). In addition there were approximately 1800 incoming telephone calls for a two-week period in 1975 (Appendix G). This translates into 46,800 telephone calls on a yearly basis. It cannot be assumed that all these calls are client calls, but even if half are, it would indicate almost 100 calls per working day. The SDL report went into the question of case load analysis and residents survey in great depth. In fact, this comprised the bulk of their report. Over 90 per cent of those surveyed had heard of the Centre, although only 14 per cent actually had contact with it. Both those

10. Minute No. M 12/74 of His Honour, the Lieutenant Governor in Council, dated January 17th, 1974.

who had used the Centre services since its opening, and those that had not but had obtained the services elsewhere prior to the opening of the Centre, indicated an overwhelming preference (in one case 97.5 per cent) to use the Centre because it was the easiest to reach.[11]

The other side of this goal is not as easy to analyze. Has there been easy access for government to the public? The SDL survey results would indicate that there may be a point reached where it is essential to reach out and inform the public as to the services available at the Centre. Certainly, the addition of the Community Resource Worker should help here, since the Community Advisory Board does not see its role as informing the community as to what specific services are available.

A cursory analysis of Appendix F indicates that the great majority of clients fall into two broad categories: Agriculture, L.D.C. and Veterinary Service, and the Department of Manpower and the Unemployment Insurance Commission. Approximately 32 per cent of the clients are in the former category and 38 per cent in the latter. Given the nature of the region, these are two very important services. On this basis, easy access for the government to the public has been provided. Office space has been provided for the Members of the Legislative Assembly from West Prince, thus giving the public easy access to elected representatives of the provincial legislature.

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11. Evaluation of the West Prince Regional Service Centre, April 1, 1972-March 30, 1973, Toronto: SDL Systems Research Group, p. 58.

Goal #2. To facilitate a unified effort by government to better service the needs of the public which often involves the services of more than one government agency.

If one interprets unified as meaning integrated, then this has not occurred, except within the Department of Social Services. (And this integration would have taken place without the development of the West Prince Regional Service Centre.) This unified effort is not likely to be achieved at the field level in the near future. For it to occur, it is imperative that integration occur among the line departments in Charlottetown (i.e. at the "head office" level).

From the conceptual point of view, the role of the Intake Worker was designed to assist a unified effort. An analogy could be made comparing the position of the Intake Worker to an agency or department with a general practitioner to a specialist. The Intake Worker would have to be knowledgeable with several non-associated fields. However, the Intake Worker received little orientation. Much of his work in diagnosis had to be repeated at the specialist stage, and was therefore considered redundant. As it evolved, the position of Intake Worker was occupied for a very short period of time.

The unified effort that has been achieved is a result of co-location of services and the co-operation of the staff. Through the passage of time and by interaction, they have become more familiar with the programs offered at the Centre.

Goal # 3. To facilitate better understanding of the collective needs of the people of the area so as to foster policies, programs and approaches consistent with their needs.

The results of efforts to meet this objective appear to be mixed. From out interviews and a review of files, there does appear to be a better understanding of the needs of the people. This assessment applies at all levels associated with the Centre, from the staff thrcugh the departments to the Board. The staff in particular should be singled out. Most staff have now lived in the area for a few years, have become knowledgeable about the region and are conversant with the problems of its residents.

Those policies, programs and approaches that have been fostered and modified are a result of decentralization and co-location. Ideas and suggestions are reported through existing departmental channels (congruent with goal #6), rather than through the Co-ordinating Officer to the Board of Directors.

Goal #4. To facilitate the objectives of encouraging and assisting communities to organize themselves and develop community plans.

There has been limited organization,and what does exist might well be accidental - witness the Community Advisory Board's application for a Local Initiatives Program grant. This is a by-

product of group interaction. The C.A.B. has had some success despite the fact that its role has never been clearly defined.

This goal is one of the more difficult ones to achieve. First of all, it is external to the Centre and would rank lower in priority than most goals, especially during the start-up period. Internally, the Centre concentrated on its start-up and the introduction of services. The hiatus period, during which the position of Director/Co-ordinating Officer was vacant, meant that the staff had to concentrate on maintaining the operation of the Centre. The current Co-ordinating Officer and staff have expressed the hope that they would now be able to look outward to a much greater extent than before. The employment of a Community Resource Worker is a positive step in reaching this goal.

Goal #5. To take advantage of opportunities for internal economies of scale afforded by central location and co-ordinated programs.

The opposite effect to economies of scale is usually created by the decentralization of services. Greater economies of scale can be achieved by forcing clients to come to one central location on the Island (e.g. Charlottetown). However, by decentralizing, more users and potential clients of services can be reached. The co-location of these services has permitted certain economies in the provision of services to West Prince: a lower cost of office space, board room and parking; one direct telephone line to Charlottetown; and a central administrative unit, switchboard and duplicating

equipment.

It is difficult to assess whether there are internal economies of scale through co-ordinated programs because there are few, if any, visible signs that such co-ordinated programs exist. The economic advantage such as it is, lies with the client who now has the equivalent of one-stop shopping for government services.

Goal #6. To maintain existing departmental administrative channels of reporting and responsibility.

The sixth goal is a central device falling within the important management function of controlling. This goal has been achieved by the expedient of maintaining the status quo. It is useful to note, however, that it runs counter to the concept of integration. Under integration, the administrative reporting channel would have been through the Co-ordinating Officer and the Department of Development to the Board of Directors and then, perhaps, to the "head office" departments in Charlottetown. If this goal was not to conflict with goal of integration, a dual channel of reporting should have been created. One channel would operate as described above and the other would follow more traditional, departmental lines. In effect, one channel acts as a counterpoise to the other. As stated, this goal presented a major block to any functional implementation of the concept of integration.

Goal #7. To encourage the formation of interdepartmental staff committees to examine and act on areas of common interest and concern and to evaluate more government policies for areas serviced by Regional Services Centres.

This objective has not been achieved to any great extent. It requires a mechanism to activate and stimulate the formation of interdepartmental staff committees. Such a mechanism never existed.

There also arises the question of authority and responsibility. How many interdepartmental staff committees were there to be? From what departments were the representatives to come? Who were these committees to be responsible to? Who was to be responsible to the committees? Who would the committees report to? Who would report to the committees? What powers would these committees have? Would these committees be ad hoc or standing committees?

Certainly, the Staff Committee rose to the occasion during the leaderless period at the Centre and deserves credit for their efforts. Perhaps the mechanism or catalyst at the time was a sense of survival. The staff we interviewed were in favour of this seventh goal, and wished to make suggestions and to evaluate proposed policy prior to implementation.

Appendix E

- Executive Council Minute No. M36/75 "Regional Services Centres Organizational Policy"
- Memo to Policy and Priorities Board (18-06-1980) from Community and Cultural Affairs, "Regional Services Centres Operating Principles"

EXECUTIVE COUNCIL

Copy of a Minute of the Executive Council dated 1 May 1975.

No. M36/75

REGIONAL SERVICES CENTRES
ORGANIZATIONAL POLICY

Having under consideration Executive Council Memorandum # 75-116 of 1 May 1975 (a copy of which is attached to the file copy of this Minute) and Minute-in-Council No. M12/74 of 17 January 1974, Council rescinded the said Minute-in-Council No. M12/74 and substituted therefor the following policy for the organization and operation of Regional Services Centres:

1. GOALS OF REGIONAL SERVICES CENTRES:

1.1 To provide ready access for the public to co-ordinated and integrated government services.

1.2 To facilitate a unified and co-ordinated effort by government to better serve the needs of the public, such needs often involving the services of more than one government department and/or agency.

1.3 To facilitate a better understanding of the collective needs of the people served by a Regional Service Centre so as to foster policies, programmes and approaches consistent with their needs.

1.4 To facilitate the objective of encouraging and assisting communities to organize and to develop community plans.

1.5 To take advantage of opportunities for internal economies of scale afforded by central location and co-ordinated programmes.

1.6 To maintain existing departmental administrative channels of reporting and responsibility.

1.7 To encourage the formation of inter-departmental staff committees to examine and act upon areas of common interest and concern and to evaluate and make recommendations on government policies for areas served by Regional Service Centres.

2. ADMINISTRATION OF SERVICES CENTRE:

2.1 Each Centre shall be administered by a Regional Services Centre Liaison Officer who shall be responsible to the Deputy Minister of Development.

2.2 The Regional Services Centre Liaison Officer shall be responsible for:

(a) the co-ordination and integration of governmental services based on the Centre;

(b) the development and training of an interdisciplinary staff team;

(c) the maintenance of central services;

(d) the overall management and administration of the Centre;

(e) liaison with departmental and agency heads and directors;

(f) undertaking programme evaluations with related follow-up action as directed by the Human and Physical Resources Committees;

(g) management of intake procedures and assignment of cases and problems to the appropriate official and programme;

(h) the administrative staff established for each Centre, such staff shall be considered as members of the establishment of the Department of Development; and

(i) the administrative budget of the Centre, and the apportionment of shared costs of user Departments and Agencies.

3. DEPARTMENTAL STAFF:

Departmental Staff at the Services Centres shall report directly to their departments.

4. STAFF MEMBERS :

Staff members of the Services Centres are encouraged to form associations to examine and act upon areas of common interest, particularly to evaluate and make recommendations on government policies for the areas served by the Services Centres.

5. MINISTERIAL RESPONSIBILITY:

The Minister of Development shall have overall responsibility for Regional Services Centres.

6. BOARD OF DIRECTORS:

6.1 There shall be one Board of Directors for all Services Centres.

6.2 The Deputy Minister of Development shall be the Chairman of the Board of Directors.

6.3 The Board of Directors shall have the following as terms of reference:

(a) to assist in establishing and approving financial and other management procedures for the Centres;

(b) to guide in the development and operation of a records management system compatible with departmental requirements;

(c) to guide and monitor evaluation of the effectiveness of the Centres and to take appropriate management action to ensure that Centres can be rendered more effective;

(d) to assess special requirements in a region;

(e) to resolve conflicts which may arise in establishing Regional Services Centres as a method of delivering services to the public on an equitable basis throughout the Province (i.e. boundaries, etc.); and

(f) to establish operational guidelines for operations of Regional Services Centres.

7. COMMUNITY ADVISORY COMMITTEES:

7.1 For each Services Centre, there shall be a Community Advisory Committee comprising at least ten (10) but no more than fifteen (15) members.

7.2 The members of such Advisory Committees shall be elected at public meetings convened in the areas served by the Services Centres.

7.3 In general, the functions of the Advisory Committees shall be to:

(a) advise the Board of Directors, through the Liaison Officer, as to how the Centre is responding to the needs of the residents of the area served, and,

(b) promote good will in the communities served by ensuring that information about the Centre and its services is disseminated throughout the community.

Certified a true copy,

Douglas B. Boylan
Clerk of the Executive Council

MEMORANDUM TO POLICY & PRIORITIES BOARD

BOARD USE ONLY

NUMBER

DATE: 18/06/80

DEPT: CONN. AFFS.

FILE:

SUBJECT REGIONAL SERVICE CENTRES
OPERATING PRINCIPLES

SUBMITTED BY Department of Community Affairs
(DEPARTMENT OR AGENCY)

APPROVED BY _____ (MINISTER) _____ (DEPUTY MINISTER)

SUMMARY:

The Department of Community Affairs proposes to begin implementation of its organization structure as it effects Regional Services Centres

The Department is proposing terms of reference and operating principles which guide its decisions pending the development of the community resource strategy.

BACKGROUND:

In its proposed organization structure, the Department of Community Affairs includes the provision of a Community Resource Division which will be responsible for the management and operation of Regional Services Centres. Underlying this organizational shift is the intent that the emphasis of government service delivery shift from rigid departmental structure and undue procedural activity to a coordinated delivery system which not only responds to requests from individuals and communities but actively pursues community development initiatives.

The proposed terms of reference are necessary for the Department to begin implementation of its organization structure as it relates to the staffing and operation of regional offices. The specific implementation process will include the following:

- decentralization of staff
- staffing of vacant positions
- creation of new positions
- facility planning
- establishment of the Regional Services Centre Program in Summerside
- establishement of elements of the Regional Services Centre program in Charlottetown
- Staff Development and Training Program

Each activity will be documented and presented to the appropriate level of Government for decision and each is predicated upon acceptance of the attached terms of reference and operating principles.

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POLICY IMPLICATIONS:

Government service delivery will undoubtedly form an integral part of any community resource strategy adopted by the Government. The purpose of this request is to facilitate the implementation of organizational aspects of the department and provide a foundation for the direction of the proposed community resource strategy.

FINANCIAL IMPLICATIONS:

The Department will present detailed documentation regarding implementation of specific proposals.

CONSULTATION:

The proposed terms of reference and operating principles have been discussed generally at the staff and community level. It is anticipated further significant consultation and discussion will result from the development of the strategy paper.

RECOMMENDATIONS:

The Department of Community Affairs requests the Board's approval of the attached terms of reference and operating principles.

GENERAL:

The proposed terms of reference for operation of Regional Services Centres suggests that the emphasis of government service delivery shift from rigid departmental structure and undue procedural activity to a coordinated delivery system which not only responds to requests from individuals and communities but actively pursues community development initiatives.

Underlying the proposed thrust is a significant enhancement in the role of the community in directing and participating in development initiatives. As such, a broader mandate is suggested for Community Advisory Boards.

The Regional Service Centres program will be administered by the Department of Community Affairs with adequate professional, administrative and technical support provided at the local and regional level with additional program and staff support from the head office level.

MINISTERIAL RESPONSIBILITY:

Responsibility for Regional Services Centres has been vested with the Department of Community Affairs. Therefore, the Minister of Community Affairs will have overall responsibility for implementation of the Regional Services Centres program.

The Regional Services Centres program management function is totally within the Department of Community Affairs. The Minister or Deputy Minister will consult with their counterparts in other departments as needed on specific issues and will refer policy issues to Executive Council or its appropriate Board.

COMMUNITY INVOLVEMENT:

For the Regional Services Centres to be effective, they will require a centre of focus and the community presents the most appropriate focus.

Presently, the public's role in government decision making is fragmented or segmented by sector area i.e. Community Advisory Boards, Area Industrial Commissions, Environmental

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Advisory Groups, Land Use Commission and School Boards to name but a few. Terms of reference range from vague, as in Advisory Boards, to specific as in Environmental Groups, or may act as a quasi independent administrative unit such as School Boards. The list of organizations and range of activity has increased significantly over the last decade. They have provided significant benefit to both government and communities over this period, but may have resulted in uneven and uncoordinated community input.

It may be appropriate in future to consider consolidation of some groups where doing so would improve the community input as well as government coordination of programs.

In the meantime, however, Community Advisory Boards do have a mandate from Government to advise on the adequacy of the existing delivery system and new service requirements in their communities. This mandate allows the Advisory Boards to be involved in the following activity.

- provide focus for community input to program development and implementation;
- provide focus for community and government involvement in community development schemes;
- to promote and assist local community development groups and initiatives;
- to promote, coordinate and implement regional project development where appropriate; and
- to solicit, encourage and, where appropriate, assist the establishement of new economic activity and to encourage and assist expansion of existing economic opportunities.

ADMINISTRATION:

In its proposed organizational structure, the Department intends to decentralize decision-making and its staff resources where appropriate.

Each region should be supported by the following professional, administrative, and technical support staff from the Department of Community Affairs.

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Regional Director (presently Regional Coordinator), whose responsibilities will include:

- coordination of government services in the region: (this does not necessarily refer to daily coordination of other department staff but relates to the coordination mandate to be assumed by the Department of Community Affairs with regard to rural and community development.);
- overall management and administration of the Regional Centre;
- overall management of Community Affairs function in region;
- act as Executive Secretary to the Community Advisory Board;
- encourage and assist in the development and training of inter-disciplinary staff teams in region; and
- undertake or cause to be undertaken research related to service delivery or community development initiatives on a community or regional basis.

Other Department of Community Affairs staff

- Community Development Staff:
  - Community Planning Officer (presently Community Planner)
  - Community Development Officer (presently Community Resource Worker)
  - Community Recreation Coordinator
- Administration:
  - Administrative Assistant
  - Other Administrative Support Staff
- Building Services
  - Building Inspectors
  - Electrical Inspectors
  - Plumbing Inspectors

Staff of Other Departments

This includes line department staff i.e. Agriculture, Social Services, will continue to report back through their

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respective departments. The Department of Community Affairs mandate with such staff will relate to coordination around specific client needs and specific community development initiatives.

Facility

The Regional Centre shall continue to be a focus of decentralization and the centre of government service delivery in the region. The purpose of this is to afford economies of scale in terms of administrative support and to provide the opportunity for one-stop service delivery in the region for individuals. The opening of other part-time community offices, will be pursued where service demand in a local community would support the presence of part-time staff.

The opening of full-time offices in other communities will be considered not only in the context of community use and operating cost but also in terms of its overall effect on government service delivery in the region. Other effects to be considered may be impact on staff to provide coordinated delivery capability, possible loss of one-stop services on region basis and possible loss of economies of scale afforded by a regional facility.

COORDINATION AND DEVELOPMENT SUPPORT

The emphasis of the Regional Services Centre program should be directed to community development. This could relate to assisting individuals, groups or community organizations. At the community level, Department of Community Affairs staff and others will be expected to approach this task in a supportive and facilitative manner. This will mean not only assisting those individuals and groups who ordanarily take advantage of existing programs but will approach less developed communities with the necessary zeal to generate the identification and possible implementation of development opportunities. This will be carried out with the following staff resources:

Regional Director

As stated earlier, the Regional Director would act as Executive Secretary to the Community Advisory Board and provide the necessary administrative support in terms of organizing meetings, securing necessary staff assistance and otherwise assisting the Community Advisory Board to meet their mandate and priorities.

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This will include Community Planning Officers, Community Development Officers and others who could assist the Board on an ongoing basis in developing plans and implementing projects. This would be in addition to assisting individuals, organizations and local communities.

Project Coordination Team (Where coordination is required across departmental lines)

This would be composed of other resource staff and formed on a project basis to assist the Community Advisory Boards in research, development and implementation of community development proposals, or where coordination is required across departmental lines. Staff could in effect be seconded to the Board or project on an agreed to basis for a specific task and time period. This could include staff such as Agriculture representatives, Manpower staff, Business Development Officers and members of the Regional Development Team above.

Community Resource Fund

The Department has under consideration revised terms of reference for the Fund which would expand its activity in allowing community groups to explore and take advantage of unique developmental opportunities.

Community Resource Unit Director

Although Coordinators, Community Planners and/or Resource Workers will assist individuals and community groups to identify feasible opportunities and develop sound business plans, there will be a requirement for community development coordination and support at the head office level. The proposed function of this office would include:

- this function would be responsible for ensuring coordination of community development policies and programs. This individual would maintain a working contact for the Department of Community Affairs with agencies such as Agricultue, Fisheries, Industry, etc.;
- this person would also act as a resource to community groups and field staff in terms of identifying appropriate departmental linkages and research or program support available; and
- the purpose is to provide a function with the ability

and mandate to become involved in projects which may cross departmental jurisdiction.

Leadership Training and Staff Development

The implementation of such a change program will require a significant amount of leadership training and staff development at the regional and local level.

The Department is coordinating the preparation of a training program for staff and community members in the following topic areas:

- community development
- economic development
- program information
- operation of government
- team approach to department initiatives

The Department proposes to utilize the services of the Staff Development and Training Branch and Leadership Institute in meeting training requirements.

Executive Council Office
Post Office Box 2000, Charlottetown
Prince Edward Island, Canada C1A 7N8

P.P.B. Minute #30/80 - Regional Services Centre Program - Terms of Reference and Operating Principles

Summary: Within the organizational structure of the Department of Community Affairs is the provision for a Community Resource Division which will be responsible for the management and operation of Regional Services Centres. The Department of Community Affairs proposed terms of reference and operating principles to guide its decisions pending development of the community resource strategy. The proposed terms of reference for the operation of the Centres suggested that the emphasis of government service delivery shift from rigid department structure and undue procedural activity to a coordinated delivery system which responds to individuals and communities as well as pursuing community development initiatives.

Decision: The Board agreed to recommend to Executive Council approval of the terms of reference and operating principles as presented by the Department of Community Affairs.

THE ABOVE MINUTE OF THE POLICY & PRIORITIES BOARD WAS PRESENTED TO COUNCIL ON 26 JUNE 1985 - COUNCIL, REFERENCE D 566/80, "NOTED WITH APPROVAL" THE DECISION OF THE BOARD.

Anne Blanchard
25 Sept 85

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Appendix F

Community Advisory Board Submissions

- West Prince Community Advisory Board Brief
- Eastern Kings Community Advisory Board Brief
- Southern Kings & Queens Community Advisory Board Letter

APPENDIX F

ASSESSMENT OF GOVERNMENT SERVICES IN WEST PRINCE

Prepared by:
West Community Advisory Board
Dec. 17, 1985

We, the members, of the West Prince Community Advisory Board wish to convey our thanks to your Committee for allowing us the opportunity to have some input into the "Assessment of Services Centres" which is presently being conducted by government.

Keeping in mind the goal of Regional Services Centre Program - Making government services more accessible to the people - we would like to address the existing service delivery, improvements, future decentralization, and services outside the jurisdiction of the Regional Services Centre.

1) PRESENT SYSTEM

Overall, the Board is pleased with the level and quality of service provided by R.S.C. staff and wish to, at least maintain the present level, or if possible, improve services by further decentralization of staff, budgets, and decision making.

The "One Stop Shopping" concept has proven very effective in terms of clientel being provided a number of services, Federal and Provincial, in one visit. (example: see about their U.I.C., inquire about a job, see about a housing grant or pick up a license, etc.) We feel that Federal departments should remain in the R.S.C. concept if at all possible in order to maintain the close working relationship between staff.

All government services located under one roof provides coordination and cooperation between departments as staff are more knowledgable of programs offered, thus providing a better service to clients. Very little communication takes place between agencies located outside the Regional Services Centre.

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2) IMPROVEMENTS

Even though staff have been decentralized from regional offices, in most cases budgets and authority has remained centrally located. We recommend government should decentralize budgets by areas, for all programs, as well as the decision making for administering same. This could be quite easily accomplished by having computer terminals connected to the main computer in Charlottetown, thereby having ready access to all information.

Also, the decision making for hiring staff should be left in the hands of the local department heads. We understand that the decision of hiring summer students is made in Charlottetown rather than being left to the local department. This has resulted in students being hired from outside the area, while many qualified students from West Prince are left without work. We find this practice unnecessary and unacceptable.

We feel more secretarial support staff should be provided especially in Industry. The girls seem to have quite a heavy workload and are required to provide support to our Board along with many other departments at the Centre who do not have their own secretaries. The idea of sharing reception, telephones, secretarial support, etc. appears to be more cost efficient and we recommend this practice continue.

3) FUTURE DECENTRALIZATION

a) Department of Fisheries

Fishing, being one of the primary industries of West Prince, we feel a representative of the Department should be located at the Centre at least one day per week to hear the concerns of local fishermen. More Protection Officers are needed for the area, particularly in the shellfish sector.

b) P.E.I. Housing Corporation

The decentralization of Housing personnel five or six years ago improved the processing of RRAP applications considerably. Previous to this, clientel in West Prince were placed on waiting lists anywhere from six months to

one year. Now approval is granted in a much shorter time. We understand that there is a possibility of CMHC taking over this program. If this happens, will government assure the residents of West Prince the same level of service as they are now enjoying, or will the processing take place in Charlottetown as before? We oppose this move very strongly and will be writing the Federal authorities accordingly.

Also, we feel the Provincial government should provide a program to assist young people who are building or buying their first home. Both these programs were very popular and benefited not only the homeowner, but helped the construction industry and provided employment. If such a program were set up, each R.S.C. area should be alloted a percentage of the budget to be used solely for clientel in that region.

c) Community Affairs

All plumbing irspection for West Prince are carried out by the Inspector who works out of Summerside. We feel the Inspector should hold regular office hours at the W.P.R.S.C. at least on a part-time basis. Presently all requests have to be called (long distance) in to Summerside.

We request that the Electrical and Property Development Inspectors be re-instated to full time status. During their two month layoff (December & January) long delays are experienced by contractors and clients waiting to have a septic tank inspected, power hooked up, etc. This is a crucial time of year for contractors, who are trying to have work completed before freezeup.

We feel the Rentalsman should be represented in West Prince at least twice a month, on a regular basis. Landlords or tenants presently have no access to information other than phoning long distance or travelling to Summerside or Charlottetown.

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d) Health & Social Services

A Health Inspector should be located at the Centre on a regular, part time basis. Presently Industry staff relay messages and complaints on to the Summerside Health Centre where the Health Inspector for Prince County works.

A qualified, full time, mental health team should be established in West Prince. The only service available at present, is some counselling by Dr. Worling, psychiatrist, on an irregular basis. Also space should be provided in R.S.C.'s for family type or group session counselling.

Community Based Services to the Elderly is being established in this region, with personnel presently being hired. As the Services Centre is filled to capacity, they are required to lease space at the O'Leary Medical Centre. Expansion of the Service Centre should be considered to try and maintain the "One stop Shopping" concept rather than spread staff all over the region. This group would prefer to work out of the Centres in order to maintain a close working relationship with their counterparts in Social Services.

e) Finance

Tax Assessors responsible for the West Prince Region should be located at the Centre full time. Also, payment of tax bills, information on accounts, etc. should be provided the same as to residents of Summerside and Charlottetown. Information could be easily accessed by a computer hooked into the Charlottetown office, and staff could be re-located to accept payment of accounts and handle tax inquiries.

f) Transportation & Public Works

We feel a great need for decentralization of staff from Summerside and Charlottetown in this department. The Highways supervisor lives in Charlottetown, works in Summerside, but supervises all Highway staff in West Prince. When travel costs and time spent commuting is considered, would relocation not be more feasible?

Under the present system, the two Road Foremen work out of their homes, so it is difficult for citizens to

communicate with them. Also, for Tignish residents it means a long distance call. Either the Highways Supervisor, or the two Road Foremen (whoever deals with inquiries re sanding, salting, culverts, maintenance, etc) should have the Services Centre as their base, so that messages could be recorded daily and where residents have access to direct line calling.

On the Public Works side, all government buildings and grounds located in West Prince are maintained by a work crew stationed in Summerside. An example: If a light burns out, or the furnace is not working, or a leak occurs in a pipe at the Services Centre, a truck and crew is dispatched from Summerside to carry out the necessary repair. With a Manor, Services Centre, Vet Clinic, Court House, Libraries, etc located here, would this not warrant a full time Maintenance Man for West Prince, thus saving much travel time and money?

g) Tourism

A Tourism Development Officer position should be created for West Prince and a portion of the "Tourism Development" budget allocated to each R.S.C. region. Very little development is occuring outside the National Park/Capital City regions, but with proper expertise and financial committment, the eastern and western ends of the Island hold great tourism development potential.

Further development of the Water Theme Park adjacent to Mill River Resort and the salmon fishing industry on Mill River would greatly enhance the attractability of tourists to West Prince.

The tourist season for campgrounds should be extended. This past summer provincial campgrounds were not operational until late June (other than Mill River) and many campers were turned away as a result.

The Signage System should be changed to reflect areas besides Summerside, Charlottetown and Cavendish. At Albany and Reid's Corner, why is Tyne Valley, O'Leary, Alberton and Tignish not listed in order to direct tourists? This type of sign is up at Wood Islands.

h) P.E.I. Development Agency

A very small percentage of this large budget is being spent outside the Capital. We feel the budget of this Agency should be distributed evenly in order to benefit all Islanders. As well, staff from this Agency should be relocated to each Services Centre to promote industrial development in every area of the Province. Harry MacAusland is now on Board.

i) Agriculture:

We feel that Agriculture being one of the primary Industries of West Prince that more staff should be hired to work with farmers. The present staff complement consists of one worker who deals specifically with Dairy Herd Analysis and also performs the duties of Community Pasture Supervisor and covers all of P.E.I. This leaves only the Ag Rep and one Farm Management Rep to look after all the clientele from Tyne Valley West and the Ag Rep is also responsible for supervising the office. At least one more worker is required to be responsible for Soils & Crops work, regular pasture and sampling of crops, etc.

4) SERVICES BEYOND REGIONAL SERVICES CENTRES

a) We have been corresponding with Premier Lee and Hon. A. Fogarty to have the Group Home for West Prince, which is presently located in Birch Hill - outside the Centres boundaries, re-located more centrally. Social Services staff provide supervision to this Group Home and dollars would be saved in travel as well as staff time.

b) The Highway Safety Branch in Alberton should be connected to computer terminals so that we do not have to wait three weeks to receive our licenses. All other offices are on computer. Where is ours?

c) Information collection on P.E.I. by Statistics Canada should be changed so that the "Census Regions" correspond with Regional Services Centre regions. This would give us a better data base from which to lobby for things like social and housing programs; Investment tax credits for business; Job Creation projects and U.I. benefits.

d) A full time teacher of Braille for the Blind is needed. Our local organization has been lobbying government but have managed to get an itinerant teacher for three days per school week only.

e) A Chronic Care Unit is desperately needed in West Prince, as well as expansion to the Maplewood Manor. (Local hospitals are crowded with elderly residents with nowhere to go and requiring nursing care.)

In closing, the establishment of a Regional Services Centre in West Prince in 1972 has been a positive experience for local residents. Government services, both Federal and Provincial, have been brought closer to the people, making it possible to take advantage of programs not before possible. Professional staff are readily available to offer advice and guidance. As well, many local people have found steady employment, new people have re-located, new homes have been built and the tax base broadened.

We are pleased to be an Advisory Group for government and we urge your Committee to look favourably on our suggestions and thank you for taking the time to meet with our Board.

Thank You,

Board Members
West Prince Community Advisory
Board

APPENDIX F

BRIEF

Presented to

REGIONAL SERVICES CENTRES ASSESSMENT COMMITTEE

Presented by

EASTERN KINGS COMMUNITY ADVISORY BOARD

December 18, 1985

The Eastern Kings Community Advisory Board welcomes this opportunity to present its views to the Regional Services Centres Assessment Committee.

The Regional Services Centres have been in place for over ten (10) years and have had a positive impact throughout P.E.I. In fact, the decision to deliver government services to the doorsteps of rural Island residents might be the most positive change in Island life since rural electrification was implemented in the late 1950's.

Over the past decade, the Regional Services Centres have accomplished the following:

--Provided One Stop Service to the public with an ever increasing number of programs and services as identified and demanded by the public. Virtually every type of application form and government service can be accessed by contacting your local Regional Services Centre. If a particular program or service is not readily available, staff within the Centre can obtain information on it that same day.

--Stimulated Rural Autonomy. As more and more services become available locally, there is less reason for residents to go to Charlottetown. This in turn reduces the tendency to shop for consumer goods and services outside our communities and local merchants and businessmen enjoy greater community support.

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--Personalized Service. Since Regional Services Centres are staffed with people right from the community, the resident is served by a friend and neighbour, one who shares the community with that resident and with whom they have much more in common than the program or service requested. This has "put a face" on government in rural P.E.I.

--Stimulation of Economic Growth. Development extension staff, ie. Departments of Agriculture, Industry, Forestry, Fisheries and Community Affairs, have influenced the development of various community projects aimed at economic growth and community self-sufficiency. The Regional Services Centres have influenced rural growth through a two-fold approach--administration and extension services. As a result, communities have accepted them enthusiastically.

While the Regional Services Centres experiment has worked to date, the Eastern Kings Community Advisory Board has some concerns about the present and future level of effectiveness of the Services Centres. We will restrict our comments to issues specific to the Eastern Kings Regional Services Centre.

The last three (3) years have witnessed a gradual eroding of some services from the Centre. The Department of Health and Social Services has now based all of its management teams out of Montague, leaving only caseworkers operating full-time out of Eastern Kings R.S.C. This has meant a decrease in

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the number of employees working and residing full-time in Eastern Kings and gives the Health and Social Services office in the E.K.R.S.C. the image of a satellite office.

A full division of this Department, Family and Home Care Support Services, has moved completely out of the Regional Services Centre, thereby detracting from the "One Stop Shopping" concept purported by government.

At one time there were five (5) full-time employees in the Department of Agriculture in the E.K.R.S.C. Other centres still have five (5) or more, but Eastern Kings has been reduced to three (3) staff persons. Since the farming industry in Eastern P.E.I. is as diversified as anywhere else in the Province, this indicates an erosion of agricultural services offered in Eastern Kings.

MISSING SERVICES

Eastern Kings is the heart of the P.E.I. fishing industry, yet there is no full-time representation from that Department in the Eastern Kings Regional Services Centre. The fishery is the lifeblood of Eastern Kings County and everyday decisons are made on a Provincial, Atlantic and National level which very much affect the local fishery and the future livelihood of thousands of residents in Eastern Kings. This industry is too vital to be serviced from such a distance as Charlottetown. The P.E.I. Department of Fisheries should have a full-time Fisheries Development Officer located in the E.K.R.S.C. to

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pilot a strategy for maintenance of a strong fishery in Eastern P.E.I. His/her role would be somewhat similar to that of the Tobacco Specialist in Montague, who works directly with the tobacco industry so vital to Southern Kings County. Other Departments and Divisions who should display a regular presence in the E.K.R.S.C. include: P.E.I. Development Agency, P.E.I. Department of Labour, and P.E.I. Department of Finance and Tourism.

SPACE REQUIREMENTS

One impediment to expansion of services in Eastern Kings, is the lack of available space at the Eastern Kings Regional Services Centre. Many offices are shared by two staff members. Other departments request space and, quite often, cannot be accommodated. The Home Care and Support Division referred to earlier in this brief moved out of the Services Centre because space was not available.

The Department of Justice has two Probation Officers serving Eastern Kings, but both are based out of Montague because space is not available in the E.K.R.S.C.

Our Board has initiated discussions with the landlord of the E.K.R.S.C. concerning a possible second floor to create more office space. However, government will have to be firmly committed to occupying such space if the expansion is to occur.

SUMMARY

The Regional Servies Centres have established a good reputation in the eyes of the public across P.E.I. People have come to expect fast, efficient and friendly "One Stop Service" when they drop into these Centres. Government should appreciate how these Centres have reached and served the people of rural P.E.I. and enhanced the image of government. As communities become more self-reliant, they will place greater demands on the Services Centres. Government must ensure that the Centres will have the staff, the services and the programs to meet those demands.

For this reason, Services Centres should be reviewed on a regular and an individual basis to guarantee that services crucial to the various regions of P.E.I. are kept up-to-date. The Eastern Kings Community Advisory Board applauds the efforts of your Assessment Committee. We are certain that you will receive a number of positive recommendations before you complete your assessment. We suggest that your Committee's work is only beginning when the assessment is complete. We urge that your Committee institute an action plan to implement those recommendations which will respond to the collective and individual needs of the Regional Services Centres. The Eastern Kings Community Advisory Board would be quite willing to play a role in such an action plan.

1975-84

STATISTICAL SUMMARY

EASTERN KINGS REGIONAL SERVICES CENTRE

DATE	VISITORS	CALLERS	TOTAL
1975 (July-Dec.)	4,888	7,378	12,266
1976	10,721	24,155	34,876
*1977	19,513	36,833	56,346
*1978	18,511	51,640	70,151
*1979	18,206	55,475	73,681
*1980	27,635	58,664	86,299
1981	20,226	53,226	73,452
1982	21,277	56,126	77,403
1983	25,036	60,020	85,056
1984	25,363	67,411	92,774

*1977-1980 statistics included Visitors and Callers for Canada Employment and Immigration.

Appendix F

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Community Advisory Board

Southern Kings and Queens Services Centre

P.O. BOX 1500, MONTAGUE, PRINCE EDWARD ISLAND C0A 1R0, PHONE 838-2992

TO: Services Centre Assessment Committee

The Southern Kings and Queens Community Advisory Board would like to thank you for keeping us informed as to the progress being made in the Services Centre Assessment; particularly your participation and presentation at our Advisory Board meeting in December.

The Board, at this time, would like to present several recommendations for consideration in your final report.

The Advisory Board, as part of their established mandate, monitors the situation as regarding the level of government services in our region, and through it's community based structure, is well informed on needs and issues in our region. The comments the Board has can be separated into two distinct areas of concern, one related to economic development and the other of convenience.

Southern Kings and Queens counties are rural in nature with business emphasis being in our primary sectors of fisheries, tourism, agriculture, and small enterprises in the service and manufacturing sectors. At present there are no permanent resource representatives from Tourism or Fisheries located in the service area.

Increased interest in the construction of tourist related facilities is being shown by such groups as the Belfast Development Committee which has just completed an identification study of opportunities within the Community Council boundaries. It is a desirable thing to have community based resource people available to assist in development and organizational efforts in both these industries.

The Department of Industry administers several business incentive programs through their Business Development Officers in Charlottetown which would be separate from any program delivered through the Regional Director in Montague. We feel these incentive programs should be available at the Services Centre. The P.E.I. Development Agency is viewed as being a Charlottetown-Summerside orientated organization by many in the rural community. The Board feels it would be beneficial to have Development Agency personnel schedule office hours in the Centre.

... 2

It is also a recommendation that a Land Valuation and Assessment office be located in Georgetown adjacent to the Land Registry.

Inspection services relating to tourist or hospitality businesses located in the Services Centre area should also be headquartered here.

Each of these recommendations appear to fall within the established decentralization policies that Government promotes. The Board would appreciate your consideration of these recommendations and looks forward to viewing the completed assessment document.

Thank you

Kevin Gotell
Chairman